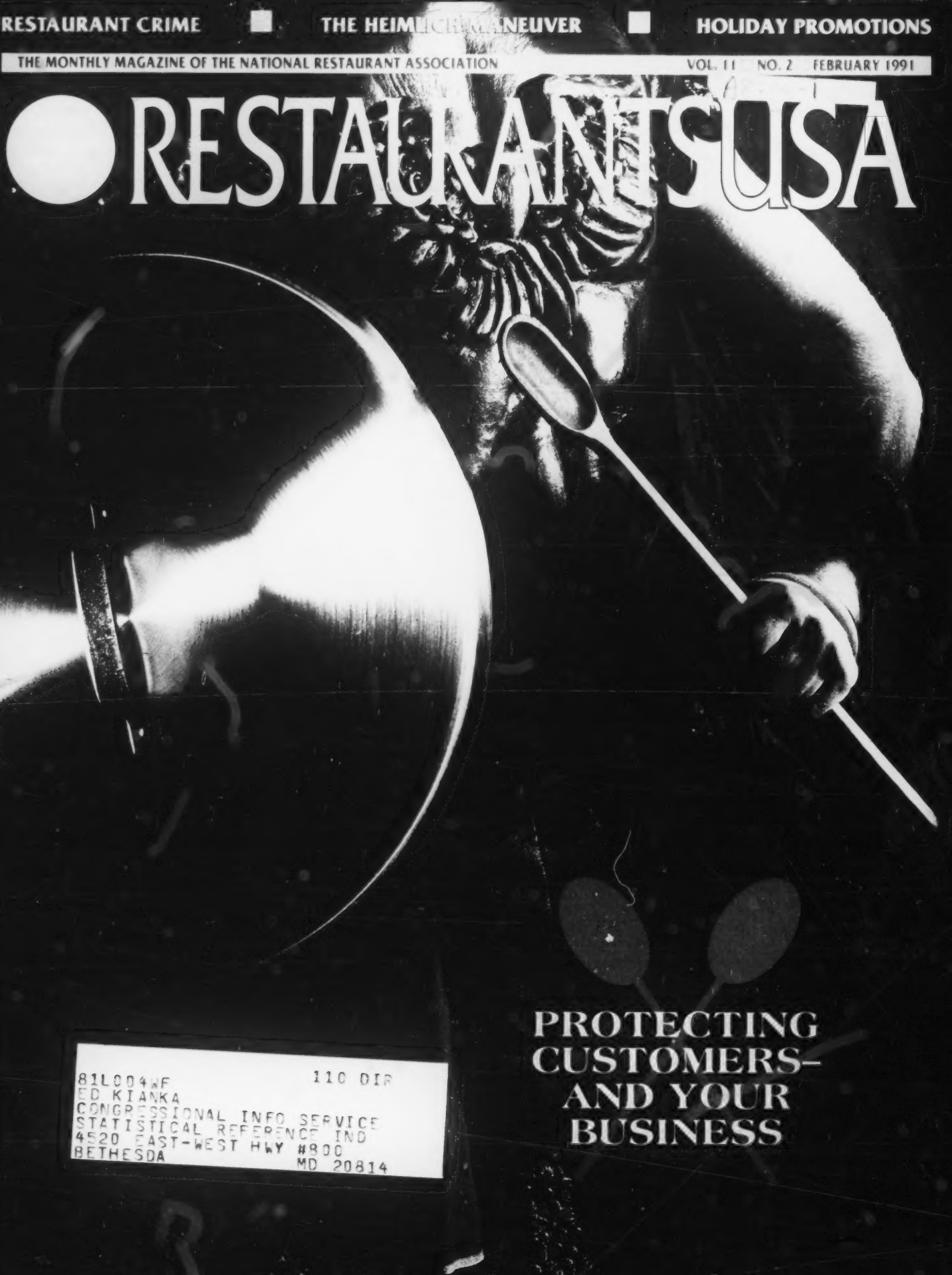
RESTAURANT CRIME ■ THE HEIMLICH MANEUVER ■ HOLIDAY PROMOTIONS

THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 11 NO. 2 FEBRUARY 1991

RESTAURANTS USA



PROTECTING CUSTOMERS– AND YOUR BUSINESS

81L004WF 110 DIR
ED KIANKA
CONGRESSIONAL INFO SERVICE
STATISTICAL REFERENCE IND
4520 EAST-WEST HWY #800
BETHESDA MD 20814

ASSOCIATION MEETINGS

SEMINARS

Seminars scheduled during the National Restaurant Association Restaurant, Hotel/Motel Show

Saturday, 5/18

Full-day seminars
Banquet Management
Dining Room Management
Food Cost Management
Profitability
NEW! SERVSAFE/Serving Alcohol Safely

Half-day seminars
Kitchen Management
NEW! Legal Issues for Foodservice Operators
Promoting Your Restaurant
NEW! Service that Sells
The Labor Issue
NEW! Train-the-Trainer

Sunday, 5/19

Full-day seminars
Food Cost Management
Kitchen Management
Profitability
SERVSAFE/AFS Train-the-Trainer
Successful Buffet Management

Half-day seminars
Dining Room Management
Promoting Your Restaurant
Service that Sells
NEW! Stress Management
Theft Control

Two-day seminar (5/18–5/19)
SERVSAFE/Applied Foodservice Sanitation

For more information on pre-show seminars, contact the Educational Foundation at (800) 765-2122.

EXECUTIVE STUDY GROUP SERIES

Large Independent Operators
2/12–15 St. Thomas, VI

Human Resources (formerly Labor Relations)
2/28–**3**/1 San Diego, CA

Internal Audit
3/19–22 San Diego, CA

Tax Executives
4/2–5 Coronado, CA

Financial Officers
4/3–5 Coronado, CA

Management Information Systems
4/16–19 Santa Fe, NM

Quality Assurance
4/24–26 Monterey, CA

Environmental Affairs Officers
4/3–5 Boston, MA

Marketing Executives
5/15–18 Chicago, IL

MAECO
5/15–17 Chicago, IL

Foodservice Purchasing Managers
5/16–17 Chicago, IL

For more information on specific study groups, contact: Philip Kralovec, (312) 853-2525.

The Executive Study Groups present semi-annual professional development programs for executives who would like to meet with their industry peers to share ideas and concerns. Executives in each of the aforementioned disciplines from member foodservice companies are welcome and encouraged to participate.

Note: *A new study group focusing on international development is currently forming. Any persons interested in participating in this group are encouraged to contact Philip Kralovec.*

COURSES AND BOOKS AVAILABLE

Certification Courses
Applied Foodservice Sanitation
Applied Foodservice Purchasing
Managing Quantity Food Production
Management by Menu
The Financial Ingredient in Foodservice Management
Foodservice: A Managerial Approach
Legal Aspects of Foodservice Management
Foodservice Supervision: Achieving Success through People
Effective Foodservice Marketing
Introduction to the Foodservice Industry/ Introduction to Foodservice Management
NEW! Principles of Professional Cooking
NEW! Managing Foodservice Facilities and Equipment
NEW! Nutrition for the Foodservice Manager
NEW! Foodservice Management Accounting

Self-Development Courses
Protecting Restaurant Profits: Managing Security
Effective Communication
Managing People
Restaurant Operations and Control
Restaurant Purchasing
Bar and Beverage Management
Helping People Grow
Service: Managing the Guest Experience

NATIONAL RESTAURANT ASSOCIATION

Chairman of the Board and President Michael E. Hurst
Vice President John R. Farquharson
Treasurer Richard E. Marriott

Executive Vice President William P. Fisher

Communications Committee Chairman Bruce C. Cotton
Vice Chairman Gretchen Mathers

Members
H. Jerome "Jerry" Berns, G. "Jim" Hasslocher, Jack C. Caddell, Sr., Donald F. Karcher, Herman Cain, William R. Lackey, Joseph K. Fassler, C. Scott Langham, Robert Flickinger, William H. Latham, Joseph C. Gentile, Rolf Lewis, Leon W. "Pete" Harman, John C. Metz, M. Donald O'Neill, Michael E. Savvides

RESTAURANTS USA

VOL. 11 NO. 2 **FEBRUARY 1991**

Senior Director Jeffrey R. Prince
Editor Sylvia Rivchun-Somerville
Acting Editor Paul Moomaw
Managing Editor Melanie A. Crosby
Staff Contributors Jennifer Batty, Nancy Michalski, Elizabeth Gordon, Susan Mills, Robert E. Harrington, Anne Papa Curtis, B. Hudson Riehle, Larry Himelfarb, Denise Roach, Philip Kralovec, Linda Way, Andrew McLauchlin, Diane Welland
Art Direction *Magazine:* Tom Bellucci *Covers:* Richard Earle, Liz Dalgetty
Administrative Assistant Susan Kessler
Editorial Secretary Ronda Bowers
Word Processing Operator Agnes Harkins
Intern Zari Malsawma

Editorial office and association headquarters 1200 Seventeenth St., N.W. Washington DC 20036-3097 (202) 331-5900
Chicago office 150 N. Michigan Ave., Suite 2000 Chicago, IL 60601 (312) 853-2525

Restaurants USA (ISSN 0890-5584) is published monthly, except bimonthly June/July issue, by the National Restaurant Association, 1200 Seventeenth St., N.W., Washington DC 20036-3097. Membership dues include $25 to cover a one-year subscription to ***Restaurants USA***. The nonmember subscription fee is $125 per year. Second-class postage paid at Washington DC 20036-3097 and additional mailing offices.

Copyright © National Restaurant Association 1991.

Postmaster, send address changes to ***Restaurants USA***, 1200 Seventeenth St., N.W., Washington DC 20036-3097.

© All rights reserved.
Reprint with permission only.

PRESIDENT'S REPORT

Michael E. Hurst, owner
15th Street Fisheries, Ft. Lauderdale, FL

Issues re-emerge on Capitol Hill

At its January meeting, the association's board positioned the industry in regard to several political challenges. In response to forthcoming proposals to stiffen penalties for violations of federal teen-labor laws, the board voted to seek review and amendment of those laws, some of which are 50 years old. In particular, we would like to see requirements concerning the hours and times that minors can work—and what equipment they can use—made more appropriate to contemporary conditions.

In preparation for the next round of the minimum-wage debate, the board decided to support further expansion of the Earned Income Tax Credit (EITC), the federal tax program that provides relief for low-income workers with families. The association believes that EITC is a far better way of aiding the working poor than are hikes in the minimum wage.

Several issues of importance to our industry from the last session of Congress have been reintroduced in the present session. Parental leave and civil-rights bills both have re-emerged, and the association is busy making our industry's stance clear to policymakers.

Other issues the association will pursue include repealing the employer-paid FICA tax on tips and reinstating the small-business exemption to the minimum-wage law.

In addition, the association is heading a coalition of business groups that will seek to have Congress re-examine elements of the 1985 law known as COBRA. COBRA allows former employees to remain on an employer's group-health plan for a certain amount of time after the employee has left the business. Since the law passed, Congress has broadened the scope of the law, with detrimental effects to some operators. The coalition hopes to persuade Congress to review COBRA restrictions already in effect and to prevent the addition of any further requirements.

Operations questionnaire mailed

Key members should be watching for the 1991 Restaurant Industry Operations questionnaire that was mailed last month. This year the study is being carried out in cooperation with the accounting firm Deloitte & Touche. Remember to complete and return the questionnaire this month. All participants will receive a complimentary copy of the valuable final report when it is published later this year.

Food Media Conference

As this issue of ***Restaurants USA*** went to press, we were preparing a presentation to be made to approximately 200 food writers and editors attending the International Food Media Conference in Dallas on February 14. Some of the topics covered include a report on the

casualization trend in upscale restaurants, the introduction to nutritional products in fast food restaurants, training tactics for better service and menu offerings for children. All of the reports were based on surveys conducted during the previous year.

Based on last year's experience, we can anticipate that writers and editors attending the event will produce some 600 articles drawing on information received at the conference. These articles will help highlight the foodservice industry and the steps operators are taking to fulfill consumer needs.

Gearing up for the Monterey Wine Festival

The 15th annual Monterey Wine Festival is just weeks away. The festival, to be held March 17–19 in Monterey, California, promises to be an exciting event for all those who attend. Along with evening wine tastings, there will be an opening night reception held at the Monterey Bay Aquarium, a series of educational programs, and luncheons at some of Monterey's finest restaurants.

Just before the festival begins, the chairman and secretary of the British Court of Master Sommeliers will conduct the Advanced Sommelier Certificate Course and the Master Sommelier Diploma Examination in Monterey. The courses will be held March 12–15, and the exam will be given March 16–18.

The registration fee for the festival is $365. For more information or to register, contact the association's Chicago office at (800) 525-FEST.

Last call for menus

Most of the entries for the Great Menu Contest should already have been sent, but you still have a chance to submit your potential award-winning menu if you hurry. The last day for entries is February 28, 1991. For more information about the contest call the association at (202) 331-5942.

Product catalog available

The educational foundation has a new listing of products developed for foodservice managers. The catalog, entitled *Excell*, features items such as SERVSAFE training manuals, employee manuals, instructor's kits and manager's kits. To order the catalog, contact the educational foundation at (800) 765-2122.

In January, 47 new members joined the association. We welcome you and look forward to developing a stronger industry network with your participation.

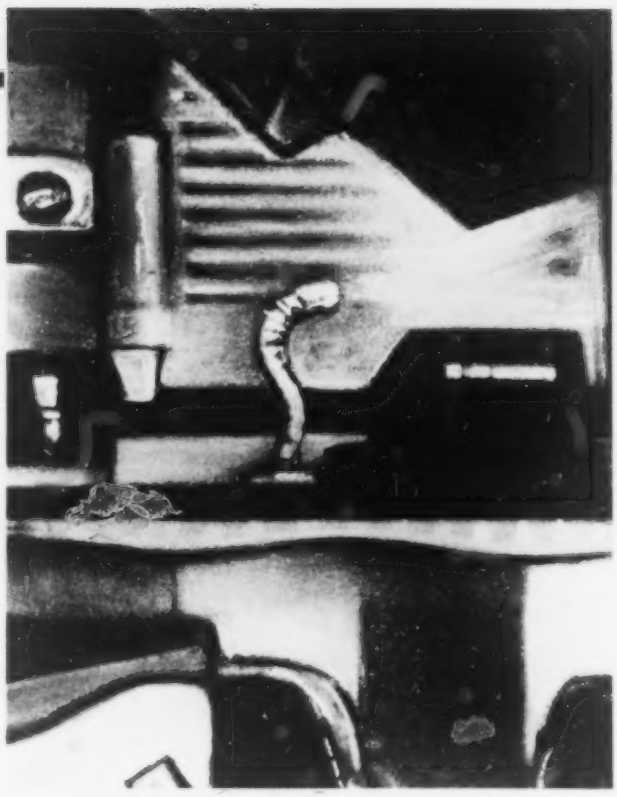
Sincerely,

Michael E. Hurst

Michael E. Hurst
President and Chairman of the Board

PROTECTING CUSTOMERS—AND YOUR BUSINESS

New standards of care are emerging in the restaurant industry. Operators are expected to go to great lengths to protect those they serve. How far do customers—and the law—expect you to go?



SPECIALS

12 Crimes against customers: Could you be held responsible?
Will superhero crime fighter be the next role an operator must play? Traditional ideas about legal liability are changing.

14 Negligent hiring
The wrongdoings of your employees could put you in jeopardy under a new legal idea known as "negligent hiring." Here are some suggestions for avoiding the problem.

17 The Heimlich Maneuver: Part of a new standard of service?
Does caring for customers mean saving their lives? The Heimlich Maneuver could keep your customers from choking to death.

HEIMLICH MANEUVER

Index
Pull out and save the index of articles that appeared in ***Restaurants USA*** in 1990. The index is a handy reference for retrieving information from past issues.

20 Restaurants head back home
Customers are searching for the comfortable, familiar foods of home, and restaurants are giving them just what they crave.

22 A sommelier with an ear for wine
An interview with Madeline Triffon, a master sommelier who knows how to talk with—and listen to—her customers.

24 Successful holiday promotions
Many operations have spiced up business with some unusual holiday promotions.

DEPARTMENTS

6 Short Orders
- ☐ Everyone loves a food fight
- ☐ Card sharks
- ☐ Expanded group insurance plans
- ☐ Menu with a nice touch
- ☐ Clark book available
- ☐ Vintage '91

7 Feedback
- ☐ Letters to the editor

8 Washington Report
- ☐ Higher teen-labor penalties

8 Boardroom
- ☐ Foodservice supports anti-drug efforts

9 The Environment
- ☐ Who has answers?

10 Chopping Costs
- ☐ The flambe king

11 Tech Services
- ☐ Energy-saving tips

27 Fisher's Law
- ☐ Talking with customers

28 Foodservice Trends
- ☐ What's happening at casual tableservice restaurants?
- ☐ Fine dining in the United States
- ☐ Alcoholic beverage update

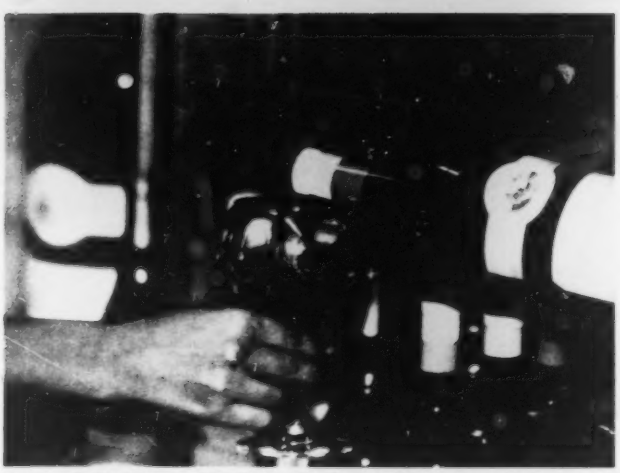
36 Market Measure

37 How's Business
- ☐ Operators discuss regional trends

39 Food for Thought
- ☐ Fun with food
- ☐ Kid check
- ☐ Healthier brew for the college crew
- ☐ Grinding to the coffee beat

Cover photo by Gary Landsman. Foodservice equipment courtesy of E. B. Adams Company.

Vintage '91



The popular Monterey Wine Festival takes place March 17-19 in Monterey, California. Wine tastings and educational sessions give attendees a chance to learn about, compare and select wines. For more information, call (800)525-FEST.

Clark book available

"Don't worry about the competition" was part of the written creed followed by long-time Seattle restaurateur Walter F. Clark. Clark felt that time spent fretting over the competition could be better spent attending to details in one's own establishment. For those interested in the philosophy and life of Walter Clark, a biography entitled *Mr. Restaurant* is now available.

Clark successfully opened and operated dozens of restaurants over his 55-year career and served as president of the National Restaurant Association in 1946–47. Always a civic leader in Seattle, Clark also contributed to the nation's war effort as expert food consultant to the secretary of war during World War II.

Copies of Clark's biography can be obtained by writing to: Clark Enterprises, 170 Mercer Street, Seattle, WA 98109.

Card sharks

Red Robin Restaurants of Seattle have turned the routine carding of customers into an alcohol-awareness program with pizzazz called "Card Sharks." CARD is an acronym that stands for Carding Aggressively for Responsible Drinking.

"We're taking what is usually a pretty dry and negative subject and trying to have some fun with it," says Jim Roths, director of operations for Red Robin. "The bottom line is that we see more responsible service as a result of the program."

The program is for employees as much as it is for customers. Materials used include laminated information cards about responsible alcohol service, staff buttons that feature the card shark logo and lobby signs listing acceptable forms of identification.

"We may have lost some business over our aggressive carding," says Roths, "but it is our responsibility to the

community and to our industry to be committed to the responsible service of alcoholic beverages." Red Robin recently received an award from Washington's governor in recognition of their efforts to prevent alcohol abuse.

Menu with a nice touch

Blind and visually impaired customers will enjoy eating at Shoney's Restaurants even more now that menus printed in Braille by the Tennessee School for the Blind are available in 42 of Shoney's restaurants in Tennessee.

"By offering this service, we hope visually disabled patrons will be encouraged to eat out more often because they don't have to be dependent on a sighted person or a server to read the menu," says Boogle Bradley, director of marketing services for Shoney's Restaurants.

An estimated 8,000 to 10,000 blind or visually impaired people currently live in Tennessee. "We realize that Tennessee's visually handicapped are not going to be a large percentage of our growing customer base," says Jeff Sowell, Shoney's director of marketing, "but we want to be sure that all of our customers receive quality service."

Shoney's menu—and the spirit behind it—have been well-received. "By providing these menus, Shoney's is on the cutting edge of a movement toward helping to make public facilities more friendly to the handicapped," says Ralph Brewer, director of the Tennessee School for the Blind. "Have you ever listened to someone recite a menu and then tried to remember what they said? It's hard. This Braille menu will help the blind patron order with confidence."

Everyone loves a food fight

On April 18, the American Cancer Society will sponsor a repeat performance of last year's successful promotion: the Great American Food Fight.

Volunteers dressed as a giant carrot, banana and a bunch of grapes stalked the streets of Philadelphia last year, passing out nutrition information and encouraging people to eat right. In San Antonio, Nadler's Bakery and Deli sent out menus that featured American Cancer Society-approved menu items to all their regular takeout customers. Chefs from local restaurants in Erie County, New York, showed shoppers that nutritious cooking can be delicious by participating in supermarket cooking demonstrations.

These are just a few examples of how restaurants got involved in last year's Great American Food Fight, and this year's promotion promises to be even more successful. The message behind the promotion is simple: Choosing foods rich in vitamins A and C, low in fat and high in fiber can lower your risk of cancer.

To join in the fun this year, ask your local American Cancer Society chapter about their special restaurant kit, which features promotional materials such as tray liners/place mats, table tents, menu tags, buttons, bag art and stuffers. You can also offer Food Fight specials, sponsor a low-fat cooking workshop and use menu tags to promote healthy items.

With nearly 40 percent of adults committed to good nutrition when dining out, the Great American Food Fight is an ideal promotion for attracting health-conscious patrons.

THE GREAT AMERICAN FOOD FIGHT AGAINST CANCER.
AMERICAN CANCER SOCIETY

Expanded group insurance plans

National Restaurant Association group insurance plans have been transferred to new underwriters, and many of them are offering increased benefits and broader coverage. Association members already insured by current plans will receive complete details in the mail. Members not insured by these plans are encouraged to review the benefits offered through the new plans.

The following group insurance coverages are available: major medical, in-hospital money plan, group term life insurance, disability income insurance, and catastrophe major medical plan. To find out more about these new group insurance plans offered to association members, call plan administrator Albert H. Wohlers & Co. at (800) 323-2106 or (708) 803-3100 in Illinois. Or write to 1440 N. Northwest Highway, Park Ridge, IL 60068.

Restaurateur disagrees with Javna

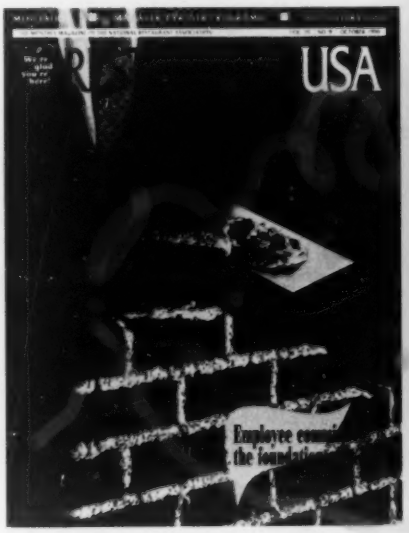
[**Editor's note:** This letter is a response to the interview with author John Javna, entitled "Some simple things restaurateurs can do to save the earth" that appeared in the October issue of ***Restaurants USA***.]

Dear Editor:
Many of Mr. Javna's ideas [for helping the environment] are common sense: "Fix leaks." "Turn out the lights." I find no fault with these sensible reminders. However, polystyrene foam foodservice containers do not deserve the hostility directed at them.

As co-owner and president of a 15-unit chain of fast food restaurants—eegee's—in Tucson, Arizona, I have battled the distortions and falsehoods about polystyrene foam foodservice packaging. I purchase more than 3 million foam cups a year to serve soft drinks, coffee, tea and our frozen fruit slush drinks.

In June 1989, the city of Tucson imposed a purchasing ban on polystyrene foam cups for all city departments. About this time, eegee's began receiving letters and comments from customers urging us to switch to paper cups. I was very concerned that I might be using a harmful product. However, the more research that I did on polystyrene foam, the more convinced I became that the polystyrene foam cup was indeed the most environmentally sound disposable available.

In July 1990 I requested that the city rescind its ban on polystyrene foam, and since that time I have provided scientific data and facts about the product. Experts [have] presented testimony about health, safety and the environmental impact of polystyrene foam before members of the Tucson city council. I'm pleased to report that the city of Tucson has evaluated the polystyrene foam



information and, as a result, has altered its purchasing policy to follow Environmental Protection Agency guidelines, which will allow the purchase of polystyrene foam foodservice products.

—Edmund Irving
President, eegee's Inc.

Editor's note: The National Restaurant Association realizes that this issue is still unresolved, and this letter is published merely to express one restaurateur's viewpoint.

Address your comments about ***Restaurants USA*** and current foodservice issues to: ***Restaurants USA*** Feedback, National Restaurant Association, 1200 Seventeenth Street, NW, Washington DC 20036. Submissions may be edited for length.

Higher teen-labor penalties

Beginning March 1, wage-and-hour investigators at the U.S. Department of Labor (DOL) may impose penalties of up to $10,000 per violation on employers who breach federal teen-labor laws.

DOL investigators can assess the new maximum penalty, which replaces the prior maximum of $1,000, for any infractions that have taken place after November 5, 1990—the day President Bush signed the higher penalty structure into law.

Acting Labor Secretary Rod DeArment, who holds the top DOL post until the Senate confirms secretary-designate Lynn Martin, said DOL is moving quickly to train its field staff on the new policy and plans to conduct an outreach program to tell employers and employees about the higher penalties.

The Labor Department has not yet spelled out which situations will merit the maximum penalties and has not said whether the agency will adjust its entire penalty structure upward to reflect the higher maximum.

Further changes likely

The change in maximum penalties, instigated by the House Education and Labor Committee, was included in 1990's budget bill as a revenue-raiser. Under pressure to come up with nearly $4 billion in savings over five years, the panel estimated the government could raise $15 million by 1995 by upping the maximum penalty from $1,000 to $10,000.

A furious lobbying campaign led by the National Restaurant Association derailed a companion proposal that would have raised $30 million by establishing minimum fines of $1,000 per violation.

Although incoming labor secretary Martin has not said whether she plans to make teen-labor laws a high priority during her tenure, the National Restaurant Association expects the revenue-strapped U.S. Congress will try to tinker with the penalty structure again in 1991. Senate Labor and Human Resources Committee Chairman Ted Kennedy (D-MA) recently said he hopes his panel will consider further restrictions in teen-employment laws this year.

The association has formed a Teen Employment Working Group to go on the offensive for more reasonable, understandable laws.

—Denise Roach

Note: Federal child-labor laws restrict working hours and job duties for employees under 18 years of age. For more information, contact a local office of the U.S. Department of Labor's Wage and Hour Division. Ask for a copy of DOL's Bulletin No. 101, *Child Labor Requirements in Non-Agricultural Occupations Under the Fair Labor Standards Act.*

BOARDROOM

Foodservice supports anti-drug efforts

At a recent meeting with the U.S. attorney general, representatives of the National Restaurant Association and the Pennsylvania Restaurant Association (PRA) pledged support for government efforts to stop illegal drug trafficking. Pictured (from left to right) are William P. Fisher, association executive vice president; Michael E. Hurst, association president; Richard Thornburgh, U.S. attorney general; John Petrancosta, PRA past president; and Michael McGovern, PRA executive vice president.

DCROUNDUP

☐ *Civil rights, family leave top 1991 labor agenda.* Bills to broaden civil-rights protection for workers and to set federal leave entitlements for employees with family obligations or serious illnesses were among the first to be introduced in both the House and Senate during Congress' opening days last month.

Rep. William Ford (D-MI) and Sen. Ted Kennedy (D-MA), respective chairmen of the House and Senate labor committees, say they plan to move quickly to get Congress to pass these bills. Both bills were passed by Congress last year but were turned back by President Bush's vetoes.

☐ *IRS study concludes tips average 11.9 percent.* In mid-December the Internal Revenue Service delivered a long-overdue report to Congress claiming that tips in the United States average 11.9 percent and that tipped workers report slightly more than half of their tip income to the federal government.

The agency recommends that Congress strengthen 1982 tip-reporting requirements and extend these rules to all employers in order to get tipped workers to report income more fully.

☐ *New anti-discrimination rules take effect.* In response to reports that the 1986 immigration law is causing employers to discriminate against job applicants who look or sound "foreign," President Bush signed a bill late last year that doubles fines for employers who discriminate and widens the number of punishable offenses.

According to the new rules, employers will be subject to discrimination charges when they ask job applicants for more or different identity or work authorization documents than required for the I-9 forms, refuse to accept documents that reasonably appear to be genuine, or intimidate employees who file discrimination charges or say they intend to do so.

Who has answers?

Although 1990 was the year in which the environment took center stage, few issues have been resolved. For every environmental concern addressed, more questions seem to arise, and there are no easy answers.

In the months since this column began, ***Restaurants USA*** has tried to draw attention to some pressing concerns and to offer practical advice from restaurateurs who have taken a stand and gotten involved.

This month, rather than raise new issues, we present the sources of some possible answers. What follows is a sampling of places you can turn to for answers to specific environmental questions.

Nearly every environmental issue has a corresponding society, council or association to assist those interested in the issue. Many of these organizations focus on the solid-waste problem, and there is a group for virtually every material.

The **Polystyrene Packaging Council, Inc.,** located in Washington DC, is a coalition of manufacturers of polystyrene foam products, raw-materials suppliers, makers of recycling and molding equipment, and trade associations. The council provides factual information about polystyrene packaging and its environmental impact. The group emphasizes the positive attributes of polystyrene versus other materials and promotes recycling projects and other environmentally safe waste-disposal systems. The council offers technical assistance to public officials, consumers and businesses tackling the solid-waste problem. Staff members can address matters as simple as "What is polystyrene?" or as complex as the technical aspects of polystyrene recycling. The Polystyrene Packaging Council is located at 1025 Connecticut Avenue, NW, Suite 508, Washington DC 20036 and can be reached by calling (202) 822-6424.

The **Steel Can Recycling Institute** in Pittsburgh, Pennsylvania, promotes steel-can recycling and is a source for both general and technical information on steel-can recycling. The association works with legislators, recyclers, businesses and municipalities. Staff members can assist in developing a recycling program or expanding one already in place. The institute also offers a quarterly newsletter known as *The Recycling Magnet*. The Steel Can Recycling Institute can be contacted at Foster Plaza 10, 680 Andersen Drive, Pittsburgh, Pennsylvania 15220 or by telephone at (800) 876-SCRI.

The **Glass Packaging Institute** in Washington DC offers facts and advice about the recycling of glass. This information could be quite valuable to restaurateurs, since glass accounts for a large percentage of total restaurant waste. The institute is located at 1801 K Street, NW, Suite 1105-L, Washington DC 20006. Callers should ask for Chaz Miller, director of recycling, at (202) 887-4850.

Although solid-waste disposal and recycling may be the two most pressing environmental issues facing restaurateurs, there are many other environmental problems that committees are addressing. For general information on a broad range of environmental issues, you can contact the **Center for Environmental Information** in Rochester, New York. "We are an information clearinghouse and reference library on anything

Liz Dolgetty

concerning the environment—air, sea or land," says library assistant Vera Doyle. The center is located at 46 Prince Street, Rochester, New York 14607 and can be reached by calling (716) 271-3550.

A number of foodservice groups are offering symposiums and workshops for restaurateurs interested in environmental issues. Keep your eyes and ears open for such seminars.

State restaurant associations recognize the importance of responding to environmental concerns. The Illinois Restaurant Association, for example, recently held a symposium on solid waste entitled "Turning Garbage into Gold," which included a hands-on workshop for restaurateurs at various stages of implementing waste-reduction systems.

Other foodservice groups can also be sources of information. **Service America Corporation,** a dining-service management firm based in Stamford, Connecticut, hosted a day-long symposium on food packaging and waste on December 10, 1990. Participants included such firms as Coca-Cola USA, Pepsi-Cola, Ecolab and General Foods USA. Like the councils and institutes mentioned above, the symposium was developed to share information and encourage new ideas. "Our interest is not to recommend one alternative over another," says James Anderson, a region manager for Service America, "but to give them the information they need to make informed decisions."

The National Restaurant Association is also eager to provide information whenever it can. The association's technical services department, which can be reached at (800) 424-5156 or (202) 331-5985, is a valuable source for answers about environmental issues that affect restaurateurs.

The booklet *Managing Solid Waste: Answers for the Foodservice Operator,* which was developed from the January 1990 symposium of the same name, can be purchased from the association. To order, call the association's information services and library at (800) 424-5156 or (202) 331-5960 and ask for publication PB 527.

In addition, the association offers an Executive Study Group for environmental affairs officers. For more information about this group, contact Philip Kralovec in the Chicago office at (312) 853-2525.

The organizations listed in this column are just a few of the many sources you can turn to for answers to your questions.

—Melanie A. Crosby

The flambe king

As a child in Panama City, Florida, George Williams watched in fascination as his father smothered all his food in Tabasco pepper sauce. Williams' father trucked fish to Louisiana for a living and brought the fiery sauce back to spice up the family's meals.

Williams' mother also helped develop the future chef's sensitive taste buds and love of food by preparing dishes such as stone soup. "My mother grew up in Alabama, out in the country," says Williams. "The store was 100 miles away, so they couldn't get there all the time. It became a tradition for all the neighbors to get together to make this soup with what they had: corn, tomatoes, all kinds of vegetables and this special stone with a salty taste that they could boil with the soup. When the stone rose to the top, the soup was done."

This early education in spices and flavors serves Williams well as dining-room manager and flambe chef at the Lake Charles Country Club in Lake Charles, Louisiana. Williams began working at the club as a janitor, but when he was asked to help out on busy nights, his adeptness in the kitchen caught the club manager's attention, and Williams began to work in the main dining room. Since then, Williams' reputation as a flambe chef has won him many honors, including having November 30 proclaimed George A. Williams "Flambe King" Day by the mayor of Lake Charles.

Williams says the road to success was not easy. "I learned under a lot of great people. I had to learn to

George Williams: the flambe king

imagine how things would taste in my mind. I studied gourmet books and watched cooking shows. I read and read and read," he says.

Flambe cooking at tableside appeals to Williams because, "When you pour brandy into the pan and the fire goes up in the air, it takes you out of reality. At first your ingredients may not look like anything, but then you use your imagination and you have this great steak sauce, cornbread or fettucine. When you're in the kitchen cooking, you can't see the joy on people's faces like

DESSERT CREPES

Serves 6
(12 crepes)

We've left the filling for these crepes up to the imagination of the chef. It can be anything, from vanilla ice cream and chocolate syrup to fresh fruit such as sliced strawberries and nuts.

Ingredients:

Crepes:
1 cup flour
2 eggs
1 cup milk
½ cup pumpkin puree, fresh or canned
¼ cup butter, melted
¼ cup pecans
1 Tbs. cinnamon
1 Tbs. vanilla flavoring

Sauce:
½ cup margarine
¼ cup brown sugar
1 Tbs. cocoa powder
½ Tbs. cinnamon
Juice of ½ a lemon
6 maraschino cherries, (optional)

Method:

For crepe: Put all crepe ingredients into a bowl and mix well. If you like, save some pecans to use in sauce. Pour mixture into hot flambe pan and cook for one minute on each side, similar to pancakes. Stack and keep warm while preparing sauce.

For sauce: Melt margarine in saucepan, then stir in brown sugar. Cook this mixture until it thickens. Then add cocoa, cinnamon, lemon juice, pecans and cherries if desired. Mix well. Cook mixture for a few minutes until warmed.

To prepare: Place desired filling in crepe, roll up and ladle sauce over top. Add whipped cream if desired.

—Courtesy of George Williams

Nutritional analysis per serving for crepe and sauce: 203 calories, 3 grams protein, 15 grams carbohydrate, 15 grams fat, 150 mg. sodium, 49 mg. cholesterol

HAMBURGERS A LA ROUGE

Serves 3

Ingredients:
15 ozs. ground beef, formed into 3 patties
2 ozs. onions, minced
1 stalk of green onion, chopped
1 clove of garlic, minced
Juice of ½ a lemon
1 Tbs. parsley, chopped
1½ ozs. garlic butter, clarified
1 oz. mushrooms, chopped
⅓ tspn. garlic powder
½ Tbs. dry mustard
½ Tbs. thyme
½ Tbs. caramel candy topping sauce
5 Tbs. cream
⅓ cup brandy
⅓ cup red wine
⅓ cup Worcestershire sauce
½ tspn. hot sauce
1 sprig of parsley for garnish

Method:
In small bowl mix mushrooms, garlic and garlic powder together. Set aside. Mix mustard and thyme together and place in another dish. Next, put caramel candy topping and cream into a small pitcher and stir.

Place pan on stove over fairly high heat. Pour brandy and heat for 10 seconds. Brandy will begin to caramelize. When brandy is almost dissolved, add garlic butter. Make sure there is enough brandy to ignite a flame. Put hamburgers in pan and let brown, one minute on each side. Cook ground beef one degree below doneness. If desired, add a touch of cream to pan at this point.

Add onions, green onions and minced garlic to pan and saute. Then add garlic mushrooms. Season with mustard-thyme combination and add chopped parsley. Saute. To make sauce, add lemon juice, caramel-cream mixture, red wine, Worcestershire sauce and hot sauce to pan. Stir, cooking until desired doneness. If you prefer rare meat, prepare sauce first and add hamburger last.

—Courtesy of George Williams

Nutritional analysis per hamburger: 700 calories, 41 grams protein, 13 grams carbohydrate, 48 grams fat, 549 mg. sodium, 203 mg. cholesterol

you can when you prepare their meal right in front of them," he says.

As Williams' reputation spread, he was asked to help liven up business at another local restaurant, the Chateau Charles. Now, three days a week, Williams' flamboyant tableside cooking and easy banter with customers help to increase the restaurant's business.

Williams often volunteers his cooking skills to raise money for various charities, such as a local women's shelter and the Salvation Army. "I want to show other people who are maybe down or lost that if I can come from nowhere and become a success then they can, too," says Williams. He recently offered samples of his dessert crepes outside a local Wal-Mart store and gave away recipes to those who made a $5 donation to the Salvation Army Christmas Fund. He also is a member of the Moment of Truth Singers, a gospel group that helps homeless people and those with drug problems. "I want to make a difference with my gifts if I can," says Williams.

Restaurants may want to incorporate tableside food preparation into their service, says Williams, because "it has showmanship and is exciting to watch. You can flambe just about anything. I even cook cornbread that way." Williams uses cans of butane and says that one can lasts a week. The small gas oven he uses cost $30 and is easily transported. By keeping things simple, says Williams, chefs can save money and time while catering to the current customer preference for simple, filling food.

—Jennifer Batty

A kilowatt saved . . .

The Persian Gulf crisis, fluctuations in world oil prices and public environmental awareness have combined to renew interest in energy conservation.

For foodservice operators, this situation offers an opportunity to conserve nonrenewable energy resources, help clean the air and control costs by saving on utility bills.

Restaurants are intensive energy-users, with the bulk of consumption due to the high demands of food-preparation equipment and ventilation. These two categories represent more than 60 percent of an average restaurant's energy use, and there is the potential for major savings.

Turn it off

The best conservation advice is to keep equipment clean, properly maintained and turned off when not in use. Posting and adhering to specific start-up and shutdown times for each piece of equipment can save energy without affecting product quality or customer service. Energy-management systems ranging from simple timers to microcomputers can be purchased to help save energy—but employee efforts and care can accomplish similar savings.

When purchasing equipment, choosing the right equipment can also result in savings. New technology is making available energy-efficient fryers, griddles and ovens. The National Restaurant Association's technical services department is working with Pacific Gas and Electric Company and the American Society for Testing Materials to develop standardized energy-use and productivity test methods for foodservice equipment. Such standards would help operators make more meaningful comparisons when considering equipment purchases.

Most utility companies offer energy audits to help customers manage energy-use wisely. Some utilities even include rebate programs for the purchase of energy-saving equipment. Contact your local utility to explore these approaches of saving on utility bills.

Caulk it and strip it

Seasonal changes in heating and cooling needs cause the greatest swings in energy use. Although you cannot control the weather, you can cut heating and cooling costs. Keep heating, cooling and ventilation systems clean and well-maintained. Change air filters on a regular basis. Reduce outside air infiltration as much as possible by caulking and sealing windows and utility entrances. Consider additional insulation, weather stripping or entry vestibules to retain as much tempered air as possible within the building.

Various controls and equipment may help reduce air conditioning and heating costs, from programmed thermostats to automatic economizer dampers that open automatically when outside temperature and humidity are low—thereby providing "free cooling." Heat-recovery devices have also received new interest. These systems capture heat that otherwise might be lost, such as from air-conditioning systems or large banks of refrigerators. This heat is then used to augment other systems such as water heaters. Heat-recovery devices tend to be most successful in temperate geographic areas that are not subject to wide seasonal changes.

Stop the drip

Small operational changes can make a big difference. For example, a dripping faucet can be more than nerve-wracking; it can eat away at profits. A cold-water drip could cost as much as $1.50 per week, and a hot-water drip could cost about $20 per week because of additional energy cost to heat the wasted water. Over a year's time, that "little" drip could flush $1,000 literally down the drain. Wouldn't it be worth spending a few cents and a few minutes to change the faucet washer?

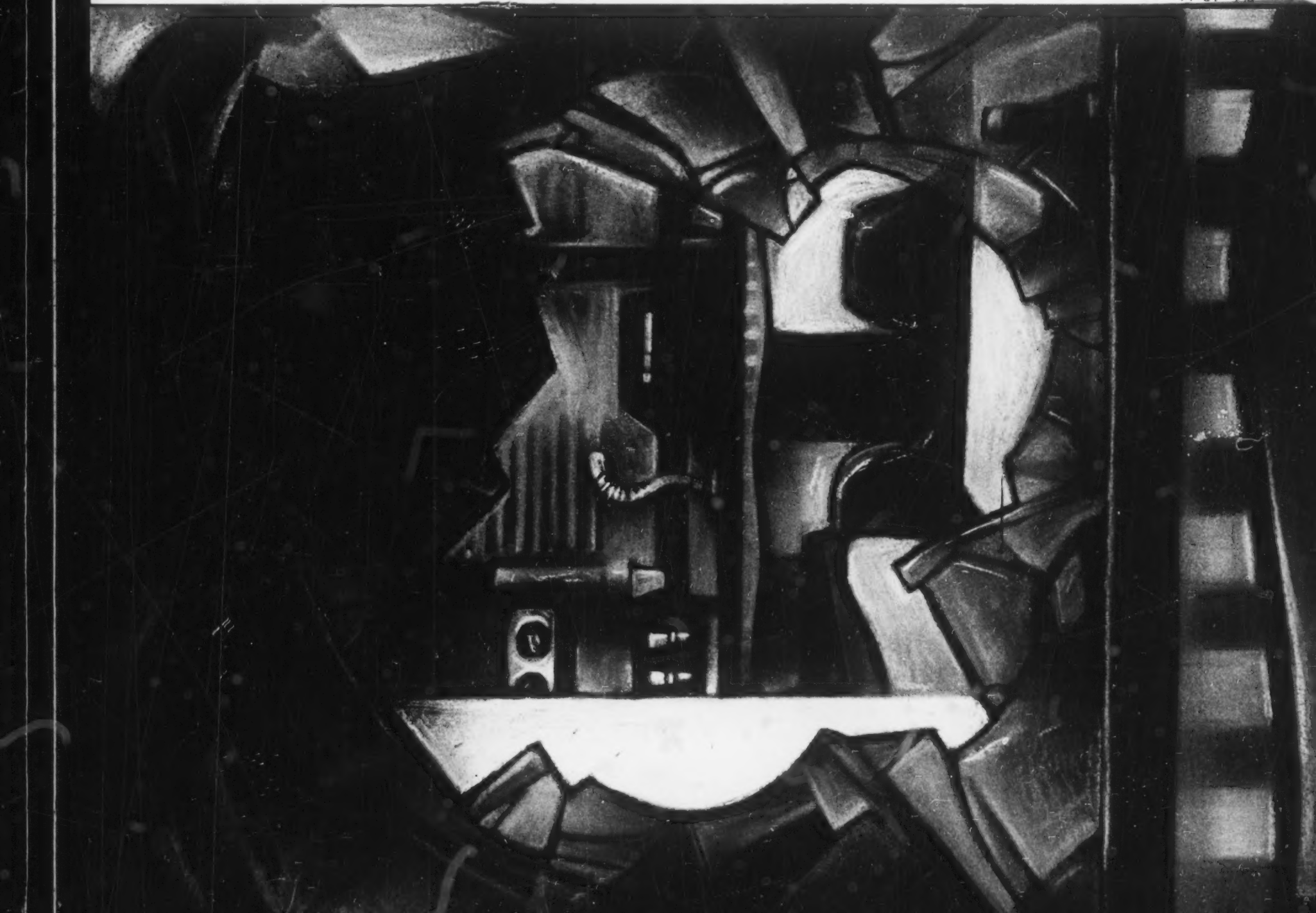
These are just a few ways that a foodservice operator can save on utility bills by reducing or conserving energy use. There are many more ways to save energy, but they all require the initial decision and commitment of the operator.

—Robert E. Harrington

Energy management kit

The National Restaurant Association offers many aids to help operators manage their facilities more efficiently. One of these is the 12-piece Energy Management Survival Kit, with bulletins, brochures, worksheets and labels to help you and your employees become more energy efficient.

To order the kit, call (800) 424-5156 or (202) 331-5960 and ask for catalog number MG310. The cost is $17.75 for association members and $28 for nonmembers.



CRIMES AGAINST CUSTOMERS

COULD YOU BE HELD RESPONSIBLE?

The pervasiveness of crime and changing ideas about the legal liability of retailers are making restaurant security a bigger challenge and a higher priority. A lawyer explains that when it comes to customer safety, a new standard of care is developing.

by Robert Alan Palmer, J.D.

One night in 1983, customers Rosie Gould and Theresa Holmberg got into a verbal dispute with another customer, Karen Brown, in a fast food restaurant in Kansas City, Kansas. Words led to a fight, with Brown inflicting significant injuries on Gould and Holmberg, while the restaurant's assistant manager debated whether to intervene or call the police. Slow to do either, the assistant manager was ultimately persuaded to call the police by Holmberg, who threatened to leap the counter and use the restaurant's phone herself.

Gould later sued the restaurant, claiming that a foodservice operator has an obligation to protect his or her patrons from such attacks. She won. This case is one of many that are holding restaurateurs and other business operators responsible for the criminal actions of patrons, employees and outside intruders who injure customers.

As a general rule, business operators have a legal duty to exercise reasonable care to protect their patrons from physical hazards that could cause injury. That is why we mop up spills, shovel snow from sidewalks, repair broken chairs or stairs, and take precautions to avoid food contamination. Until recently, however, most courts felt that businesses had little or no obligation to prevent physical attacks against customers, unless employees themselves were responsible or unless these attacks occurred in a setting where liquor was served. Today, the legal system is expanding that duty.

The errant employee

You are legally responsible for the actions of your employees when they are acting within the scope of their employment and in furtherance of your interest. The legal system has a Latin term for this—*respondeat superior*—which means, roughly, "let the master answer." For example, if your employee, while performing his or her job, accidentally injures a customer, that customer may sue you and hold you responsible.

This liability is not supposed to extend to situations in which the employee purposely causes injury—that would be outside the scope of employment—but you may not always be able to draw this line in court. A server, for instance, might wind up in a dispute with a customer over the amount of the check. As the argument heats up, the server may strike the customer. You would argue that this action is outside the scope of employment, yet a judge or jury is likely to conclude that the physical attack was so closely related to the performance of the employee's job that you should be held liable for the employee's actions.

Further, even in situations in which an employee's actions are clearly outside the scope of employment—shooting or sexually assaulting a customer, for example—the courts are now sometimes finding employer liability under a doctrine called "negligent hiring." Under this theory, an employer who hires someone with "dangerous tendencies" and places that person in a "sensitive job"—one in which those tendencies may be inflicted on the customer—may be held responsible for the consequences. Retailers have been sued for the criminal acts of delivery drivers, and hotels have been sued for actions by maintenance people or others with access to guest rooms and opportunities for confronting guests in secluded settings.

Liability is usually not imposed if the employee has no history of criminal activity or if the employer had no chance to discover that history. However, many courts have said that employers have some obligation to inquire about criminal pasts and do background checks to uncover previous criminal convictions before placing people in sensitive jobs. Since this is a new legal idea, there is little guidance on exactly what jobs are "sensitive" in a restaurant setting and how much background checking is enough to absolve a restaurateur of liability.

Courts do recognize some of the difficulties involved for an employer trying to make determinations about a potential employee during the hiring process. One case, for example, involved a customer shot by a bartender with a previous record of violent crime unknown to the employer. Upon reviewing the facts, the court stated that bartending was not a "sensitive" job and that at least in the particular state, police records were not open to the public, so the employer would not necessarily have found out about the employee's criminal history even if he had done a background check. The decision, therefore, favored the restaurant.

Any evidence that you made an effort to find out about an applicant's past might be important in defending

yourself against a negligent-hiring claim. Employers who incorporate questions about criminal history into the application process should remember that questions about an applicant's "arrest" record are generally impermissible, while questions about "convictions" are acceptable. Phrase your inquiries accordingly and pay particular attention to time gaps on a resume or application form. Time gaps may indicate time in prison and should always be questioned.

Beware also of negligent retention—a concept similar to negligent hiring, but applying to people already on the payroll. If some employees exhibit violent behavior on the job, that behavior might serve as a warning that they may injure customers in the future. Evidence about an employee's previous acts will certainly be used against you if an injured customer sues.

Customer vs. customer

Is an operator obligated to stop a fight between customers? Liquor licensees have always had special obligations regarding the actions of customers. Most states require licensees to maintain order on their premises and take precautions to protect customers.

Customers who are known to be violent or particularly susceptible to alcohol or who have caused trouble in your establishment in the past may (and should) be prohibited from entry. Likewise, customer behavior should be monitored for any signs that a heretofore calm guest may be becoming abusive or potentially dangerous. Most server training programs cover this subject—one more reason to start a program.

Today, these rules about maintaining order could apply just as readily

NEGLIGENT HIRING

Avoid the Latest Legal Headache

by Jacquelyn Denalli

The horror stories are everywhere: After a delivery driver has an accident, a long list of moving violations the employer didn't know about is brought to light. An employee of a catering company returns to a residence after an elegant party to burglarize the home. A server makes extra imprints of a customer's credit card and uses them for fraudulent purchases. You may think these crimes are beyond your control, but a judge or jury may see things differently, under a new legal idea called negligent hiring.

A customer's decision to patronize your restaurant is an indication of faith that you will provide quality, reliability and trustworthiness in both product and service. If customers feel that faith is betrayed by the actions of one of your employees, you may be faced with an increasingly common challenge: defending yourself against a negligent-hiring suit.

Crime victims may see a business owner as the closest available "deep pocket" if a crime occurs in a work-related situation. Since the criminal court system offers little opportunity for the recovery of monetary damages from the criminal, a charge of negligent hiring may be an attempt by these victims to seek some recompense for their suffering—at your expense.

Attorney Susan McKenna of Garwood & McKenna, P.A., in Orlando, Florida, explains that the negligent-hiring theory alleges that the employer knew, or should have known, of a dangerous propensity or characteristic of an employee at the time that person was hired. If an employee injures someone or causes property damage due to this propensity or characteristic, says McKenna, "The injured party can sue the employer for putting the employee in a position where they could cause harm." In addition, McKenna has seen an increasing number of negligent-hiring suits coupled with other types of legal action, such as sexual-harassment suits.

In making decisions on negligent-hiring suits, the courts are considering the nature of the job and the extent of the pre-hire investigation. The key to a successful defense against a negligent-hiring charge is thorough background checks—something much easier said than done, especially in areas with high turnover rates.

But McKenna says, "Don't overreact by thinking you've got to do a background check that would entitle everyone you hire to a top-secret security clearance. Focus on the jobs that have a higher degree of risk."

For example, a dishwasher who has no public contact is an extremely low risk for a negligent-hiring suit. By contrast, a delivery driver can put you at serious risk if you fail to check the individual's license and record. "For higher-risk jobs, you want to be able to prove that you were reasonable in your pre-hire inquiry," McKenna says.

Conducting effective background checks can be a daunting task, especially for smaller operations without full-time human resource departments. Here are some points to keep in mind:

□ *Analyze each position* for risk potential by asking yourself questions such as: How much contact does a

Jacquelyn Denalli writes on business and marketing for a variety of publications. She is based in Orlando, Florida.

to restaurants without liquor licenses. Fast food or late-night operations are especially vulnerable to this type of customer, who may visit at the end of a binge. Establishments that allow or encourage loitering inside or outside may also be inviting criminals to prey on other customers. Remember that any history of violent behavior among your customers will serve as evidence that you knew a problem existed; if you fail to take corrective action, a lawsuit is that much more likely.

Despite your efforts, however, altercations do sometimes occur. If prevention fails and a fight or shooting does break out, restaurateurs should act promptly. Depending on the situation, operators may demand that violent or rowdy patrons leave immediately and may use whatever amount of force is necessary (but no more than that) to enforce that demand. A better option, if available, is to call the police at the first sign of trouble. Though you may be reluctant to do so for fear of overreacting, you will be glad you did if a lawsuit results. Many legal decisions find businesspeople negligent when the delay in summoning help results in extra injury or danger to customers.

Criminals who are strangers

Could you possibly be held responsible for a crime committed by someone who is neither an employee nor one of your customers? Until recently, the general rule of law was that your obligation to maintain safe business premises did not extend to protecting your customers from the criminal actions of outsiders.

Hoteliers began facing changes in this rule early in the 1970s, however, when courts started to hold that hotel operators who could have foreseen criminal activity on their premises

given employee have with the general public and with other employees? Is it necessary for them to drive? Do they serve customers in a variety of locations, such as in a catering operation? Do they handle money or have access to customers' personal effects?

□ *Develop standards* for pre-hire requirements. Once you decide what background information you want on applicants for specific positions, be consistent and apply those standards to every prospective employee.

□ *Check references*, even if you think it a waste of time. Annette Brown, director of training at Mr. B's in New Orleans, says, "Legally, the information we can get through an employment reference check is very slight and favors the employee. But we can at least check the position and dates of employment to see if there's some sort of discrepancy that will alert us to a potential problem. We don't sign off on any employee in any position without a minimum of two reference checks."

For young applicants without a work history, don't overlook personal references. There is a tendency to believe that no one would give a personal reference who would offer anything except a glowing recommendation, but there is always a chance that checking the reference will provide you with some insight.

□ *Consult your insurance agent.* Because insurance companies sometimes foot the bill in the case of a lawsuit, they may be willing to assist you with your pre-hire screening process.

□ *Use an outside investigative agency.* Pre-employment background checks can cost as little as $75 or as much as $10,000, depending on the depth required. Since most employers do not have the resources to conduct thorough investigations, an agency is an option, especially for high-risk and high-level positions.

□ *Tell the applicant* about your screening process. Advise each applicant in writing about your investigation and obtain a signed release before you begin. The release protects you and your sources in the event that you find unfavorable information that affects your hiring decision.

□ *Verify the data* applicants provide. It is usually a simple matter to check claims such as education and licensing. An applicant who lies about a college degree may well be lying about something else.

□ *Make sure every employee is legal* to work in the United States. Tracking the status of noncitizens is an ongoing process. Note the expiration date on work visas or green cards and follow up to be sure the documents are renewed properly. The Immigration and Naturalization Service can provide assistance if necessary.

□ *Document everything.* Keep records of your entire pre-hire investigation. You may know that a particular company provides only limited information in response to reference requests, but contact the company anyway and note that in your files. "If you make the inquiry but are unable to get any information, you have made a reasonable effort and you're covered," says McKenna. "If you don't at least try, and an incident resulting in a lawsuit occurs, you have no defense."

What about when you are the one being solicited for a reference by someone considering one of your former employees? As a previous employer, you're in a difficult situation: A former employee can sue for defamation if a derogatory reference is given, yet there have been instances in which past employers have been sued for failing to provide information that might have forecast undesirable behavior. Although the temptation is to warn professional associates checking on an employee you terminated for cause, many advise against doing so.

One possible solution to this dilemma is to provide departing employees with a copy of their most recent performance appraisal and indicate "reason for leaving" on that document. Let departing employees know that if they provide a copy of that appraisal to a prospective employer, you will verify its accuracy.

Because people can—and do—sue for just about anything, there is no way to guarantee that you won't become involved in a negligent-hiring suit. But the best defense is to exercise care during the hiring process. ❑

were under some obligation to guard against it. Foreseeability was determined by the crime history of both the hotel property and the surrounding area. Such decisions today commonly examine what security measures are being taken by the hotel, such as lighting, security patrols and training of staff. The more effort exerted for guest security, especially in high-crime areas, the better the defense for the hotel in the event of a suit.

This type of responsibility is now expanding to restaurants. One legal decision that dramatizes this trend is *Taco Bell, Inc., v. Lannon,* a 1987 Colorado Supreme Court decision. Lannon was a prospective customer who stumbled unknowingly into an attempted armed robbery in a Taco Bell unit and was injured by gunshots fired at him as he ran from the store. At trial, Lannon claimed that the fast food operator had a duty to protect customers from criminal acts and that the operator had breached that duty by failing to station an armed security guard in the store to deter crime.

Such security measures were required, argued Lannon's counsel, because the unit's location in a high-crime area and the fact that it had experienced 10 armed robberies in the previous three years made further robberies and possible customer injury foreseeable. The trial jury found for Lannon, awarding him $40,000, and Lannon again prevailed in Taco Bell appeals to the Colorado Court of Appeals and the Colorado Supreme Court. Because of the significance of the lower-court holdings, the National Restaurant Association joined Taco Bell by filing a friend-of-the-court brief at the Colorado Supreme Court level.

In finding for the injured customer, the Colorado Supreme Court stated that personal injury was a foreseeable consequence of an armed robbery, even though no one had been hurt in previous attempts, and that restaurant management should have guarded against future robberies, even though the exact time of any particular attempt could not be predicted. The court recognized the economic burden that providing increased security would place on the operator, but thought it appropriate for owner and customers to bear that increased cost in exchange for improved safety.

In dissent, one judge protested the imposition of police-like responsibilities upon private businesses and also expressed doubt that the presence of armed security personnel necessarily guaranteed a safer establishment. He cited a Louisiana case in which one customer was killed and another injured as robbers shot at the restaurant's security guard. In this instance, said the dissent, the restaurant had actually increased the likelihood of injury by having a guard on duty. But the majority of the Lannon court came down on the side of the injured customer and against the restaurant.

Not all crimes in restaurants have been judged foreseeable, however. In the 1987 case of *Toscano Lopez v. McDonald's,* a California appeals court was faced with the unusual circumstances of the 1984 shooting that left 21 dead and 11 injured in a McDonald's restaurant in San Ysidro, California. In this and other suits brought by survivors or victims' families, plaintiffs argued that McDonald's should have employed security personnel to prevent the crime. There was evidence in the case that McDonald's had considered such staffing but determined that the crime potential of the property did not justify such measures. The court in this decision thought such security would have been ineffective in stopping this crime.

Noting that gunman James Huberty entered the restaurant with the sole motive of killing, rather than with intent to rob, the court said that although guards, cameras, alarms or other security devices might deter the ordinary criminal, they "could not reasonably be expected to deter or hinder a maniacal, suicidal assailant unconcerned with his own safety, bent on committing mass murder."

Though the California court took notice of similar incidents in other parts of the country, it refused to find this mass murder foreseeable. "Huberty's deranged and motiveless attack," said the court, "is so unlikely to occur within the setting of modern business life that a reasonably prudent business enterprise would not consider its occurrence in attempting to satisfy its general obligation to protect business invitees from reasonably foreseeable criminal conduct."

The conclusion: McDonald's had no duty to anticipate such an unlikely occurrence and had no effective way to guard against it.

A higher standard

Though only a state court decision, the implications of the *Taco Bell, Inc., v. Lannon* ruling are significant. It is one of few cases thus far involving the security responsibilities of restaurateurs; and to the extent that its argument may be accepted by courts in other states, restaurant operators may now be obligated to devote substantially greater resources to security. Furthermore, since crime is now so pervasive as to be foreseeable at almost any time and place, even operators in "good" areas with little previous crime are now held to a higher standard than before.

In addressing the responsibility, restaurateurs should start by looking around their neighborhoods. The criminal "record" of the restaurant and its surroundings is still the key item to consider. Then take a look at other operators in your area or similar locations. What are they doing in terms of security? A court is likely to define your obligations in terms of what other foodservice establishments in similar circumstances are doing. If you do not compare favorably, a plaintiff's attorney will certainly point this out in court.

Finally, stay current with improvements in security practices in nearby establishments and in the industry as a whole. Standards for determining reasonable care in the area of security are subject to technological advances and are changing regularly. Industry publications and trade association seminars, meetings and bulletins are good sources of information. Wise restaurateurs will plan ahead to protect their customers and themselves. ❑

Robert Alan Palmer is associate professor in the Center for Hospitality Management at California State Polytechnic University, Pomona, and former legal counsel to the National Restaurant Association.

THE HEIMLICH MANEUVER

Part of a New Standard of Service?

Is anyone in your establishment trained to help a choking patron? Regardless of any legal implications about providing first aid, caring for customers may sometimes include saving their lives.

by Joan E. Herlong

It is not hard to imagine this scene in any restaurant: It's a busy Saturday night, at least a 30-minute wait for a table. At a table in the front window, a birthday party of six is having a particularly good time, laughing and toasting their guest of honor with champagne over a steak dinner.

Then a woman at the table screams. Her dinner partner is slumped over his plate, blue in the face and apparently unconscious. One of the guests yells, "Call 911!" Another calls out for a doctor, believing the unconscious man is having a heart attack.

Fortunately, an observant waiter quickly and calmly approaches the unconscious man and grasps him from behind, hands clasped together just below the man's rib cage. With a few strong upward thrusts, the waiter clears the customer's breathing passage. The piece of beef that had been blocking the man's airway literally pops out.

The man gasps for air, suddenly able to breathe again. The fear he felt before passing out has been replaced by embarrassment, but he is grateful to the waiter who has saved his life.

This scene could have ended tragically in death or permanent brain damage if someone nearby had not been trained in the Heimlich Maneuver, the anti-choking method introduced by Henry Heimlich in 1974. If the restaurant staff had merely called 911 in this situation, the customer would probably have died.

Would anyone in your operation be able to help a choking victim? So far, no restaurateur has ever been held liable for not doing more than calling 911 in a choking incident, even in fatal cases. But customer expectations of "standard" service and care are changing, and it is possible that the law may change over time with regard to a restaurateur's obligation to a choking victim.

Restaurants and choking

According to American Red Cross estimates, about 2,000 to 3,000 people will die from choking in the United States in a given year. Prior to 1974, when the Heimlich Maneuver was introduced, there were about 20,000 choking fatalities each year. Roughly 60 percent of all choking incidents occur in restaurants, and that is why restaurateurs may wish to take note of the Heimlich Maneuver.

Kathy Sprague, a CPR instructor with the American Red Cross in Greenville, South Carolina, says restaurants account for a fairly large proportion of choking incidents because customers do more than just eat when they dine out. "The chances of choking are greatly increased by drinking alcohol before or during the meal, by talking excitedly or laughing while eating, and by eating too quickly," says Sprague. "Denture wearers, senior citizens and children under six are also prone to choking because they may not be aware that food isn't chewed properly before swallowing."

"In fact," continues Sprague, "many items on children's menus in restaurants pose a choking risk. Hot dogs, chicken or fish nuggets, popcorn and hard candy are all just the right size for blocking a child's throat."

Henry Heimlich, the American doctor who invented the rescue technique that bears his name, is president of the Heimlich Institute, a nonprofit research organization in Cincinnati. Heimlich explains why calling 911 in a choking incident is not enough: "When choking, minutes count. After two to three minutes, the victim loses consciousness. After three to four minutes, there is brain damage. After five minutes without oxygen, death occurs. Calling 911 is a good backup move, but no real help in a choking situation," says Heimlich.

"When a person falls unconscious in a restaurant," says Heimlich, "more than 98.5 percent of the time it is due to choking, not a heart attack. If they

are unconscious, you are already into the second or third minute, and so time is absolutely critical."

Proper training vital

According to Heimlich, his maneuver can be learned in a matter of minutes through reading material, video instruction or in a first aid class. The National Restaurant Association, the American Red Cross and the Heimlich Institute all provide charts and instructional materials on the Heimlich Maneuver.

Although the Heimlich Maneuver is simple to learn, it is very important to be properly trained before actually performing this technique or any other first aid procedure. Performing the Heimlich Maneuver unnecessarily or incorrectly can cause harm to a person, and the Heimlich Maneuver for a choking infant or toddler is markedly different from the maneuver for adults.

Formal training also eliminates some popular myths about helping a choking victim. As Heimlich explains, "Whacking a choking victim on the back is actually harmful, more likely to lodge the food deeper. I call these whacks 'death blows.' A choking person who can still talk or cough should not be touched, just encouraged to cough more. The absolute question is 'Are you choking?' The Heimlich should only be performed when the victim cannot cough or speak at all."

Sprague adds that "the Heimlich Maneuver can even enable you to save your own life. You can perform it on yourself by leaning over the back of a chair and hitting yourself right above the navel with the top of the chair."

First aid laws

Laws on first aid training requirements for restaurants vary by state. For example, Michigan and Kentucky require only that restaurants post Heimlich Maneuver instructional diagrams where all employees can see them. Failure to post the instructions counts as a violation under health inspection codes.

Other states, such as Florida and New York, require formal Heimlich Maneuver training for foodservice personnel, as well as posting instructional signs. Someone trained in the Heimlich Maneuver must be on duty during operational hours. Other states, such as West Virginia, have at least considered or introduced legislation requiring CPR and/or Heimlich Maneuver training.

Most of these first aid laws grant "Good Samaritan" immunity to lawsuits stemming from first aid attempts. Most states carry "Good Samaritan" statutes to protect anyone who provides first aid in an emer-

CPR—a separate skill

Training for certification in cardiopulmonary resuscitation, or CPR, often includes instruction in the Heimlich Maneuver. However, the Heimlich Maneuver has nothing to do with CPR and is an entirely separate procedure. CPR is performed only on a victim who has no pulse or detectable breathing, so the training is far more complicated and time-consuming than training for the Heimlich Maneuver.

The Red Cross, the American Heart Association and many local emergency-response teams and health-care centers offer CPR classes. The procedure is usually taught in two consecutive sessions, about two to three hours each. CPR classes range in cost from about $15 to $25 per person.

While knowledge of the Heimlich Maneuver may be particularly important for employees in restaurants—because eating and choking are sometimes related—CPR is not a concern specific to restaurants. Although Henry Heimlich, the doctor who invented the anti-choking method that bears his name, advocates learning first aid including CPR, he opposes mandatory CPR training for restaurant employees, noting that even physicians are not required to learn CPR. "I have very strong feelings about CPR," says Heimlich. "It's much more complicated [than the Heimlich Maneuver] and is more difficult to learn and administer.

"I do not agree that restaurateurs should be required to learn CPR any more than a clerk in a store should learn it," continues Heimlich. "My advice to restaurant operators is to accept any equitable laws concerning choking, but resist any laws concerning CPR training. Why should restaurateurs be singled out for such training?"

Some learn both

The Chart House restaurant in Dobbs Ferry, New York (one of 65 Chart House restaurants), requires all its managers to be trained in the Heimlich Maneuver and to be CPR-certified. General manager Stewart Newbold explains, "We started the program on our own about two years ago. I don't know whether New York law requires it, and truthfully I don't care. The law is often way behind what people should have been doing for years anyway. We are simply trying to be attuned to all our customers' needs."

Although Newbold does not recall any incidents requiring CPR, "there have been at least two cases in the last two years where the Heimlich Maneuver saved lives in our restaurant."

More than 95 percent of all the managers at Ryan's Family Steak Houses are CPR-certified. Certification has been part of the six-week entry level training course at corporate headquarters for about three years. Randy Hart, vice president of human resources for Ryan's Family Steak Houses, relates that "the CPR program was not prompted by a lawsuit or fear of one. We're not concerned from a liability standpoint. It was suggested about four or five years ago by the trainees themselves. We're just trying to be proactive in total service to our customers."

CPR training adds about $20 to the cost of training each manager, but Hart says that "cost is not a consideration. I believe we would do it even if it cost us $50 per manager. There is no value you can put on a human life."

Hart says he is aware that heart attacks are no more likely to occur in restaurants than anywhere else. He notes, "We offer this training not just from a 'good business' standpoint but also for personal development. A manager may never have to use CPR in one of our stores—I hope they won't have to. But there may come a time, in his own family or in some situation outside of work, that CPR proves helpful. You also have to keep in mind that each of our stores serves 9,000 to 10,000 people per week, so our likelihood of dealing with a heart attack is probably greater than the risk for the average restaurant."

Formal training helps eliminate popular myths about helping a choking victim.

gency situation. That means that, theoretically, you should not be held liable for the results of your efforts to provide first aid. These statutes do not require one to help in an emergency, but they do provide liability protection if one chooses to intervene. However, once a person intervenes in a first aid situation, that person is obligated to continue treating the victim and to remain with the person until further help arrives.

There are, of course, gray areas in the law. Attorney Thomas Elenbaas of Fullerton, California, represented a family in a wrongful-death suit against a large restaurant chain. Elenbaas' client sued when her mother died as a result of the improper application of the Heimlich Maneuver by a restaurant employee. In this case, the customer was not actually choking, just coughing. The employee performed the maneuver on her without warning. The customer's spleen was ruptured, and she later died.

Although the settlement terms of this case are confidential, attorney Elenbaas is willing to comment on the issue of the Heimlich Maneuver itself. "The Heimlich is a great maneuver to remove an obstruction from someone's throat," allows Elenbaas, "and I think all restaurants should know it. But it is imperative that restaurant personnel be thoroughly trained. It is a potentially dangerous maneuver when applied improperly. People can cause bruised or broken ribs—or even death—if they are not adequately trained. Before applying it, the restaurant staff should determine that the customer actually needs the Heimlich Maneuver."

Laws of common sense

Regardless of what individual states require, as the Heimlich Maneuver becomes a household term, more and more customers will expect restaurant employees to be trained in the procedure. Anthony Marshall, dean of the school of hospitality at Florida International University in Miami, advises restaurateurs to "forget the law and consider the law of common sense."

From the standpoint of good citizenship, says Marshall, all hotels and restaurants should have their people trained in the Heimlich Maneuver. "All the better ones do it," he says. "It's part of a growing movement." Marshall also believes that under common law, a restaurant definition of "reasonable care" may extend to having at least one person on duty trained in the Heimlich Maneuver.

Marshall cautions restaurateurs that "common-law negligence is an ever-growing, evolutionary thing. Calling 911 is a standard practice in an emergency, but as more restaurants make it a standard practice to be trained in the Heimlich, it becomes a new standard of reasonable care."

In Marshall's opinion, workers in restaurants and hotels should be trained in the Heimlich Maneuver. "It's the right thing to do in terms of good citizenship, in terms of economics and in terms of our image as caring members of our community," he says. Marshall does not worry about potential legal liabilities involved in raising employees to a "higher standard of care" by training them in the Heimlich Maneuver.

"Some restaurants may resist training in the Heimlich Maneuver over fear of what could happen if an employee improperly applied it," admits Marshall. "But would they really want to bar training altogether if it were their own son or daughter who suddenly started choking? Not training in the Heimlich Maneuver is the wrong place to pinch pennies."

Legal battles over the use of the Heimlich Maneuver by a properly trained employee are rare. However, Henry Heimlich is frequently called in as an expert witness in cases in which the plaintiff maintains that the maneuver should have been performed. "I have testified in many cases," says Heimlich, "where the Heimlich Maneuver was not done and a lawsuit resulted."

Many restaurants are initiating their own training programs for the Heimlich Maneuver. In many cases, this training is a response to growing public awareness, not a response to state requirements.

Since 1978, P. J. Skidoos restaurant in Fairfax, Virginia, has trained its managers in the Heimlich Maneuver. Manager Nick Bells says, "We are mostly concerned about choking because we serve a lot of beef dishes." The only choking instance that Bells recalls in the restaurant occurred about five years ago when an elderly woman began to choke on some food, before a nearby patron administered the Heimlich Maneuver. "One of the other customers happened to see the lady first and helped her out," says Bells. "We were just glad she was OK." ❑

Joan Herlong is a freelance writer in Greenville, South Carolina.

Learning the Heimlich Maneuver

Restaurateurs interested in training staff members in the proper application of the Heimlich Maneuver can purchase materials outlining the procedure from the following sources:

□ The National Restaurant Association offers an 11-by-17-inch wall chart entitled *First Aid for Choking*, suitable for display in the eating establishment. The cost is $4 for members and $8 for nonmembers. You may order by sending a check or money order to the association's publications department, 1200 Seventeenth Street, NW, Washington DC 20036-3097. For credit-card orders call the association's Information Service and Library between 9 a.m. and 5 p.m. (Eastern Time) at (800) 424-5156 or (202) 331-5960. Ask for publication PB385.

□ A video entitled *The Heimlich Maneuver: How to Save a Choking Victim* is available from AIMS Media in Van Nuys, California, by calling (800) 367-2467. Ask for tape 9712.

□ EDUMED, Inc., offers wall charts, wallet cards and 8½-by-11-inch charts, as well as other Heimlich Maneuver materials. Write them at: EDUMED, Inc., Box 52, Cincinnati. OH 45201 or call (513) 742-4827.

HEAD BACK HOME

Whether it's called comfort food or nouvelle grandma, homestyle cooking is wooing Americans.

by Leslie Pietrzyk

Martha Vaughan

In these days of economic uncertainty, crowded highways and generally hectic lives, people are seeking a stress antidote in the form of the quieter, more peaceful times they remember from the past. How do consumers want to unwind? Not over a stiff drink, but over some good, hearty cooking. And not necessarily at home, because more and more restaurant operators are creating a cozy, homelike atmosphere in the restaurant.

Essential to that environment are the sturdy, no-nonsense dishes that fed the generations: meat loaf, mashed potatoes, beef stew, pot roast, chicken a la king, bread pudding, pot pie. These are the basics that helped us through childhood. And now the indications are that we want this same sort of food to help us get through the '90s.

Experts are calling this style by many names—real food, back to basics, even haute grandma—but the customers are simply calling for it. "Meat loaf cross-references everyone," says Kathy Jones, owner of Season's Best, a 136-seat restaurant that opened three years ago in the college town of Iowa City, Iowa. Season's Best features local and Midwestern specialties as well as childhood favorites such as meat loaf and bread pudding. "Almost everyone is attracted to the basics," she explains. "Even our 'gourmet' people who come in regularly for pheasant and venison are attracted to the meat loaf and chicken pot pie we serve. And we have grandma-types who come in just for the meat loaf."

Jones feels that "there's a renaissance in things that you grew up with. The people going out to eat are baby-boomers who remember those things."

Margaret Lupo, owner of Atlanta's Mary Mac's Tea Room, a 55-year-old Southern institution that serves up to 2,000 meals daily, explains the popularity of her family-style cooking: "People are lured away from basic food with a sort of snobbism and a desire to taste and know other foods. After they've done that, they come back home."

And there are practical reasons behind the popularity of homestyle cuisine, says Kathy Casey, head of her own consulting and restaurant development firm. "Nearly all families are double-working," she says, "and there's not a person at home to cook." Casey developed the decor and was the consulting chef for Buddy's Homesick Cafe, a 66-seat Seattle restaurant offering homestyle specialties such as chicken-fried steak and roast turkey. Buddy's opened in July 1990. "People want nurturing food," says Casey, "and they're looking for good value for their dollar."

Reliable recipes

Mary Mac's Tea Room has been serving Southern cooking to Atlantans, tourists and convention-goers for 55 years. Margaret Lupo bought the restaurant from its founder in 1962, and she is carrying on the tradition of relying on old recipes for popular favorites. "I still do a boiled custard that my grandmother made," says Lupo. "The recipe hasn't changed a bit."

That is not to say that an established homestyle restaurant such as Mary Mac's can rest on its laurels and not keep pace with the changing demands of today's restaurant-goers. Lupo realizes that health and nutrition have become concerns for many people, and she explains that some "recipes have been adjusted over the years to avoid things that are obviously not nutritional." For example,

PULL OUT AND SAVE

1990 RESTAURANTS USA

INDEX

A

Advertising
1991 Forecast: Marketing and advertising (Dec, p. 27)
A letter to our friends (Apr, p. 47)
A touch of London in a Mississippi tavern (Sept, p. 7)
A Yellow Pages first (Oct, p. 6)
Advertising on menus: yes or no (Dec, p. 37)
Art: the nonverbal sales tool (Aug, p. 20)
Before you go to print . . . (Aug, p. 18)
Bienvenidos a la estrella (Oct, p. 47)
Building an image with advertising (Aug, p. 14)
Frankly speaking . . (Mar, p. 47)
Give them a gimmick (Mar, p. 24)
Help restaurant shoppers find you (Aug, p. 28)
Love on the air (Mar, p. 47)
McDonald's gets no break in Finland (Aug, p. 47)
Picture-perfect food (Aug, p. 24)
Rax targets "couch potatoes" (Jan, p. 6)
Restaurant advertising and promotions (May, p. 37)
Restaurants enhance their image with specialty advertising (Aug, p. 22)
Searching for the beef . . . again (Aug, p. 47)
Telling the old from the new (Apr, p. 7)
Where to advertise (Aug, p. 17)
See also **Marketing**
See also **Promotions**

Alcoholic beverages
1990 in review (Dec, p. 7)
Alcohol taxes on the front burner (Sept, p. 8)
Alcohol-sellers' tax due this month (J/J, p. 9)
Beverage update (Apr, p. 36)
President Bush proposes eliminating tax for alcohol sellers (Mar, p. 10)
Single malts at the Show (J/J, p. 34)
Singularly, single malts (J/J, p. 32)
Storm brewing over alcohol tax (Sept, p. 8)
There may be a "light" at the end of the liquor tunnel (Feb, p. 14)
What is whisky? (J/J, p. 33)
Who is most likely to consume alcohol in a restaurant? (Apr, p. 36)
Why liquor hits women harder (Mar, p. 47)
Will the new temperance movement stop at moderation? (Feb, p. 10)
See also **Beer**
See also **Wine**

Alcohol awareness
A touch of London in a Mississippi tavern (Sept, p. 7)
Getting it down on paper (Feb, p. 12)
How to implement an alcohol-awareness program (Feb, p. 13)
Hurst pledges support to two designated-driver campaigns (Sept, p. 11)
Illinois restaurateurs say "don't drive drunk" (Feb, p. 8)
New edition of *Help Prevent Drunk Driving* (Sept, p. 11)
Tending bar in an age of alcohol awareness (Feb, p. 29)
Treasury requires larger warnings on alcohol labels (Apr, p. 9)
Videos nab drunk drivers (J/J, p. 47)
Why liquor hits women harder (Mar, p. 47)
Will the new temperance movement stop at moderation? (Feb, p. 10)

Americans with Disabilities Act (ADA)
See **Washington Report Index**

Automation
Coin-operated pizzeria (J/J, p. 47)
In a perfect world all restaurants would have. . . (Jan, p. 20)

B

Back to Basics
An antidote to overtrendiness at the table (Dec, p. 6)
Essentials from concept to clean-up (Nov, p. 18)
The basics are brand new (Feb, p. 6)
What's ahead in the 90s? (Jan, p. 10)

Bars/Bartenders
A touch of London in a Mississippi tavern (Sept, p. 7)
Ballard: top mixologist (Feb, p. 7)
Champions of the world? (Mar, p. 47)
Eating at the bar (Feb, p. 16)
Serving food at the bar (Feb, p. 18)
Tending bar in an age of alcohol awareness (Feb, p. 29)
What makes a bartender great? (Feb, p. 27)
See also **Foodservice industry**
See also **Alcoholic beverages**

Beer
Beer-tasting score sheet (Feb, p. 23)
Fun, food & foam at a beer dinner (Feb, p. 21)
No-buzz brew (Feb, p. 26)
Planning a beer dinner (Feb, p. 22)
Suggestions for a beer-tasting dinner (Feb, p. 22)
The head of their class: winners of the American Beer Festival (Feb, p. 24)
See also **Alcoholic beverages**
See also **Beverages**

Beverages
Beverage update (Apr, p. 36)
Canned coffee on the rocks (Nov, p. 47)
No-buzz brew (Feb, p. 26)
Perking up tea and coffee sales (Feb, p. 33)
Riding the crest with bottled waters (Feb, p. 19)
Spotlight on bottled water (Apr, pg. 39)
Telling the old from the new (Apr, p. 7)
Who is most likely to consume nonalcoholic beverages? (Apr, p. 38)
See also **Alcoholic beverages**
See also **Beer**
See also **Foodservice industry**
See also **Wine**

Business-meal tax deduction
See **Washington Report Index**

C

Catering
Catering for the Nixon Library and Birthplace (Nov, p. 29)
Catering vans: to rent or to buy (Nov, p. 15)
Show floor: Catering goes casual (J/J, p. 17)
Nutrition slips into the catering world (Nov, p. 22)

Chefs
Buchtenkirch-Biscardi: first woman U.S. master chef (May, p. 7)
Essentials from concept to clean-up (Nov, p. 18)

Fit chefs don't fit the "dough boy" stereotype (Sept, p. 30)
Folse named ACF chef of the year (Oct, p. 7)
Hazan helps launch Atlanta restaurant (Apr, p. 6)
New cooking show looks for stars (J/J, p. 7)
Pennsylvania restaurateurs brunch for books (J/J, p. 7)
Soviet chefs sample hot-rock hospitality (Jan, p. 6)
The creative chefs nobody knows (Sept, p. 12)
The litmus test for hiring a chef (Sept, p. 26)
Where to find chefs (Sept, p. 27)
See also **Culinary Team USA**

Child care
Americans speak out on child care (Feb, p. 41)
Child-care-related benefits (Feb, p. 40)
Marriott workers take their kids along (J/J, p. 7)
What's being done about child care? (Feb, p. 40)

Child labor/teen labor
1990 in review (Dec, p. 7)
Child-labor crackdown yields 11,000 violations (May, p. 11)
Employing minors legally (J/J, p. 10)
Employment of minors (Aug, p. 7)
Prohibited work (Apr, p. 9)
Stiffer penalties for child-labor violations (Apr, p. 8)

Children
A & W offers storybooks and cassettes for kids (May, p. 7)
A "get up and go" incentive (Aug, p. 6)
A look at children under six (Apr, p. 40)
Burger King creates a club for young fans (Mar, p. 6)
Children influence the decision where to eat out (Apr, p. 41)
. . . Happy landing on a chocolate bar (Mar, p. 32)
Kid power: a look at children 6 to 17 (May, p. 40)
Ninja Turtle home videos (Apr, p. 6)
Promotions for pint-sized patrons (Mar, p. 30)
Teenagers: important C-store patrons (Jan, p. 35)
See also **Child care**
See also **Child labor/teen labor**
See also **Literacy**

Civil rights
See **Washington Report Index**

Community relations
Clothes for charity (Sept, p. 6)
Connecticut food professionals fight hunger (Apr, p. 6)
Denver restaurant employees party for charity (Feb, p. 8)
Domino's runs for shelter (Jan, p. 39)
Donate your obsolete equipment (Mar, p. 7)
Help employees and patrons pull the lever (Sept, p. 6)
Helping the hungry (J/J, p. 7)
Herbs for a cause (Nov, p. 28)
Making wishes come true (Mar, p. 7)
Raising some green on St. Patrick's Day (Apr, p. 6)
Students ship cookies to classmates in Saudi Arabia (Nov, p. 6)
The "Reading Rocket" is on its way (Jan, p. 6)
Tips for shipping cookies to the Middle East (Nov, p. 7)
Valley folks mount up for Easter Seals (May, p. 7)
Why Jim Dodge makes bread for charity (Sept, p. 28)
See also **Social issues**

Computers
1991 Forecast: Industry operations (Dec, p. 25)
Can we talk? (May, p. 31)
Managers must get behind computers (May, p. 34)
The distinction between cash registers and computers is shrinking (May, p. 33)
The human factor in the transition to computers (May, p. 31)

Condiments
Fresh-fruit vinaigrettes for the '90s (Nov, p. 24)
The chutney intrigue (Sept, p. 24)

Consultants
Choose your consultant carefully (J/J, p. 31)
What type of expertise do consultants offer? (J/J, p. 31)
What's a consultant? (J/J, p. 30)

Cookbooks
An antidote to overtrendiness at the table (Dec, p. 6)
Essentials from concept to clean-up (Nov, p. 18)
The basics are brand new (Feb, p. 6)
Top culinary books of 1989 (Aug, p. 6)

Cooking methods/food preparation
Adding dimension to menus with smoked foods (J/J, p. 24)
Cancer concerns (J/J, p. 25)
Marinades deserve a second look (Apr, p. 31)
Smoked foods: the technical issues (J/J, p. 24)
Vie de France launches sous vide line (May, p. 8)

Culinary arts
Advancing the culinary arts (J/J, p. 22)
Art and game in Texas (Feb, p. 47)

Culinary Team USA
1992 Culinary Team USA winners (J/J, p. 14)
Culinary Team USA gears up for competition (Nov, p. 6)
Culinary Team USA: National and Regional Teams picked at Show (J/J, p. 14)
Final tryouts for Culinary Team USA (Apr, p. 22)
Kudos for 1992 Culinary Team (Dec, p. 6)
Tasting a taste of the gold (May, p. 6)

Customer attitudes/behavior
1991 Forecast: Consumer attitudes and lifestyle trends (Dec, p. 19)
Consumer expenditures for food away from home increased in 1988 (Sept, p. 40)
Customer commitment to nutrition increases (Mar, p. 36)
In a perfect world all restaurants would have. . . (Jan, p. 20)
Regional food preferences (Nov, p. 40)
Restaurateurs continue to climb the staircase to economic stability (Dec, p. 9)
Who eats ethnic? (Feb, p. 39)
Who is most likely to consume alcohol in a restaurant? (Apr, p. 36)
Who is most likely to consume nonalcoholic beverages? (Apr, p. 38)
Why liquor hits women harder (Mar, p. 47)
Why customers are leaning toward casual restaurants (Mar, p. 41)
Will the new temperance movement stop at moderation? (Feb, p. 10)
Value for the dollar (Oct, p. 47)
See also **Demographics**
See also **Service**

D

Demographics
1991 Forecast: Consumer attitudes and lifestyle trends (Dec, p. 19)
A look at children under 6 (Apr, p. 40)
Appealing to singles in groups (Mar, p. 16)
Gold among the silver and gray (Mar, p. 17)
Kid power: a look at children 6 to 17 (May, p. 40)
Hispanic dining-out behavior (Nov, p. 44)
Hot particle markets for the 1990s (Dec, p. 20)
Table for one: solo diners—one way to increase your market share (Mar, p. 14)
Regional food preferences (Nov, p. 40)
Teenagers: important C-store patrons (Jan, p. 35)
The baby-boom magnets (Oct, p. 39)
The elderly magnets (Nov, p. 36)
Understanding the Hispanic market (Nov, p. 42)

Design
An appealing ceiling (May, p. 6)
In a perfect world all restaurants would have. . . (Jan, p. 20)
Kentucky-Fried facelift (Oct, p. 47)
No bad seats (May, p. 9)
Quick-change booths (Apr, p. 47)
Recycling the house (Dec, p. 47)
The switch is on! (J/J, p. 47)
Unshaken by the quake (Feb, p. 47)
What's ahead in the 90s? (Jan. p. 10)

Distributors/distribution
A dedicated distributor (Dec, p. 47)
Cooperative buying (Dec, p. 40)
Has distributor consolidation led to better service? (Dec, p. 40)

E

The Economy
1991 Forecast: The economy (Dec, p. 15)
Fine-dining survival tactics (Apr, p. 10)

New study group focuses on "global economy" (Dec, p. 6)
Restaurateurs continue to climb the staircase to economic stability (Dec, p. 9)
Surviving the franchise shakeout (May, p. 15)
What's in store for the economy in 1991 (Dec, p. 14)
See also **Foodservice industry**

Education
400 now certified by NAFEM (Sept, p. 7)
A foodservice employer's dream (Mar, p. 9)
A tribute to the spirit of cooperation (Mar, p. 7)
CHRIE campaign needs sponsors (Apr, p. 6)
Employees need more information about AIDS (Apr, p. 7)
Fine dining behind bars (May, p. 9)
High school opens kitchen to train 350 students (J/J, p. 6)
Nutrition course for foodservice managers (Mar, p. 6)
Senior pros offer free business help (Mar, p. 20)
Seven educators win fellowships (Sept, p. 7)
Third Annual Culinary Quadrathlon (Oct, p. 6)
Vice President Hurst speaks to students at "Kid's Diner" (Jan, p. 28)
See also **Literacy**

Employee benefits
1991 Forecast: Industry operations (Dec, p. 25)
Association offers major medical plan (Aug, p. 6)
Mandated health insurance and restaurants (Oct, p. 13)
New study on benefits for hourly employees (J/J, p. 40)
Parental leave reintroduced (Oct, p. 12)
President Bush expected to veto family and medical-leave bill (J/J, p. 9)
President sends leave bill back to Congress (Aug, p. 11)
Profile of contributors (J/J, p. 40)
The top five changes in hourly benefit programs (J/J, p. 41)
See also **Child care**

Employee relations
A good word from Mamma (Jan, p. 39)
An art break (May, p. 24)
Domino's writes to employees for ideas (Jan, p. 6)
Employers must give certain workers notice of possible tax refund (Jan, p. 8)
Exit interviews (Oct, p. 32)
Feedback improves performance (Oct, p. 23)
Getting commitment from your employees (Oct, p. 16)
Grief in the workplace (Oct, p. 24)
Health-awareness program for employees (Nov, p. 6)
Helping your employees get psyched (May, p. 26)
INS adds new documents to list of acceptable employee i.d. (Mar, p. 10)
Manager/partner programs (Oct, p. 26)
Managers must be motivators (Oct, p. 47)
Motivating employees (Oct, p. 18)
On-the-air communication (Oct, p. 6)
Operators on active duty in the war against drugs (May, p. 12)
Rewards (Oct, p. 20)
The great escape (May, p. 24)
The human factor in the transition to computers (May, p. 31)
The magic of praise (Oct, p. 21)
See also **Employee benefits**
See also **Hiring**

Environment
1991 Forecast: Industry operations (Dec, p. 25)
A hotel chain with an environmental vision (Sept, p. 10)
California Restaurant Association promotes water conservation (Feb, p. 8)
Doing his part to save the planet (J/J, p. 8)
Helping to save the rainforests (Jan, p. 39)
How you can get involved [with dolphin-safe tuna] (Nov, p. 10)
Restaurateurs champion dolphin-safe tuna (Nov, p. 9)
Rusitzky: A year of focus on the environment (J/J, p. 13)
Show floor: Taking on tough social issues (J/J, p. 16)
Some simple things restaurateurs can do to save the earth (Oct, p. 8)
See also **Recycling/solid waste**

Equipment
A tribute to the spirit of cooperation (Mar, p. 7)
Association argues against ban on loans for dispensing equipment (Apr, p. 9)
Avoiding the taco nightmare (Feb, p. 47)
Catering vans: to rent or to buy (Nov, p. 15)
Clean sweep (J/J, p. 23)
Donate your obsolete equipment (Mar, p. 7)
Quick-change booths (Apr, p. 47)
Service with a light touch (May, p. 47)
Talking in the walk-in (Apr, p. 47)
See also **Computers**

Ethnic food
A priest with a mission (Mar, p. 8)
Catalan cuisine: no longer under wraps (Sept, p. 15)
Cavas sparkle (Sept, p. 20)
Discovering Catalan food in the United States (Sept, p. 18)
Finding an Asian venture (Mar, p. 47)
More Italian fare in Boston (Mar, p. 6)
Piroshkis and perestroika (May, p. 47)
Popularity of ethnic foods likely to grow (Feb, p. 38)
Thailand—a hot destination (Jan, p. 24)
Tiramisu (J/J, p. 18; Dec, p. 42)
What's the most popular ethnic food for takeout? (Feb, p. 38)
Who eats ethnic? (Feb, p. 39)

Fast food
A lesson from a leader (Mar, p. 27)
A "memorial" experience (Nov, p. 47)
Burger King offers chicken-clucking contest (Aug, p. 7)
Fly-thru fast food? (Oct, p. 47)
Kentucky-Fried facelift (Oct, p. 47)
Recycling the house (Dec, p. 47)
Sobik's promotes its steak subs (Jan, p. 7)
They want it fast, fresh and friendly (Apr, p. 47)
Vie de France launches sous vide line (May, p. 8)
See also **Franchising**

FICA tax
See **Washington Report Index, Tip reporting/FICA tax**

Finance
1991 Forecast: The economy (Dec, p. 15)
Eight tax-saving tips (Apr, p. 33)
Fisher's Law #108: Interviewing a securities analyst (J/J, p. 35)
Improving food cost with the key-item report (Sept, p. 21)
Looking at real numbers: five examples (Sept, p. 22)
Management by relevance (Apr, p. 18)
Revised electric code brings down construction costs (J/J, p. 3)
Restaurant financing grows more difficult (Dec, p. 16)
Restaurant revitalization (May, p. 18)
Surviving the franchise shakeout (May, p. 15)
Tasty legal tender (Jan, p. 9)
Understanding costs (Apr, p. 20)
Uniform System of Accounts for Restaurants updated (Sept, p. 43)
See also **Foodservice Industry**

Fine dining
Fine-dining survival tactics (Apr, p. 10)
The finer points of fine dining (Mar, p. 9)

Fisher's Law
#103: A political interview (Jan, p. 27)
#104: Bosstalk
#105: A meeting with the IRS (Mar, p. 35)
#106: A letter to an HRI graduate (Apr, p. 35)
#107: Talking with the "boss" (May, p. 35)
#108: Interviewing a securities analyst (J/J/, p. 35)
#109: Oxymorons I have known (Aug, p. 35)
#110: Spotting high morale (Sept, p. 35)
#111: Focus groups (Oct, p. 35)
#112: Performance appraisals (Nov, p. 33)

Fire
The challenge of rebuilding after a fire (May, p. 10)

Food items/trends
FDA puts eggs on its "potentially hazardous" list (Nov, p. 7)
New profile of dairy-product consumption (Aug, p. 41)
Ordering one BLTP. . . (May, p. 47)
Pasta group wants chefs to use their noodles (Feb, p. 6)
Restaurateurs champion dolphin-safe tuna (Nov, p. 9)
Vegetarian food for meat lovers (Jan, p. 8)
"Now playing. . ." (Nov, p. 47)
See also **Ethnic food**

See also **Fruits and Vegetables**
See also **Herbs**
See also **Sandwiches**
See also **Seafood**

Food packaging
Shipping and carryout in one easy package (Feb, p. 6)
Vie de France launches sous vide line (May, p. 8)

Food stylists
Fake caviar and eyeballs (Aug, p. 25)
Picture-perfect food (Aug, p. 24)

Foodservice industry
1989 annual CREST report (Mar, p. 43)
1989 fall quarter CREST report (Mar, p. 44)
1990 industry operations report released this month (Sept, p. 36)
1991 National Restaurant Association Foodservice Industry Forecast (Dec, p. 13)
- 1990 menu analysis (Dec, p. 24)
- 1991 food and drink purchases (Dec, p. 31)
- 1991 operations costs (Dec, p. 27)
- Eating-place highlights (Dec, p. 17)
- Food and beverage trends (Dec, p. 22)
- Health and nutrition (Dec, p. 23)
- How the 1991 forecast was prepared (Dec, p. 36)
- How the regional forecast was prepared (Dec, p. 35)
- Industry operations (Dec, p. 25)
- Legislative and regulatory issues (Dec, p. 27)
- Major market outlook for 1991 (Dec, p. 28)
- Marketing and advertising (Dec, p. 27)
- Overview: The industry in 1991 (Dec, p. 14)
- Regional and state forecast (Dec, p. 31)
- Takeout (Dec, p. 28)
- The economy (Dec, p. 15)

Call for "ethical" case histories (J/J, p. 6)
Census data indicate source of eating-place revenue (Aug, p. 38)
Consumer expenditures for food away from home increased in 1988 (Sept, p. 40)
CREST report—1990 winter quarter (J/J, p. 36)
CREST report—1990 spring quarter (Sept, p. 39)
Florida restaurateurs look forward to continued growth (Feb, p. 8)
Foodservice employment: 11 million by 2000 (Feb, p. 36)
Franchise restaurants up close (Mar, p. 39)
Higher earnings for moderate-check tableservice restaurants in '88 (May, p. 36)
Hotel restaurant operations data (Apr, p. 42)
How large are the largest firms? (Apr, p. 44)
Industry is still mostly small business (Apr, p. 43)
Lodging sales continue to grow (Apr, p. 43)
Pretax income varies by size of metropolitan area (Oct, p. 42)
Restaurant occupation costs are up (Jan, p. 32)
Restaurant sales up in 1989 (Nov, p. 39)
The foodservice industry 1988: a brief review (J/J, p. 42)

Foodservice Market Measure
See **Foodservice Trends Index**

Franchising
Copeland named franchising entrepreneur of the year (May, p. 7)
Franchise restaurants up close (Mar, p. 39)
Surviving the franchise shakeout (May, p. 15)
Top states for franchise restaurants in 1988 (Mar, p. 40)

Fruits and vegetables
A new scent for an old staple (Aug, p. 47)
Exotic produce (Jan, p. 31)
Fresh-fruit vinaigrettes for the '90s (Nov, p. 24)
Spotlight on salads (Oct, p. 37)
The chutney intrigue (Sept, p. 24)
The indomitable spud (Oct, p. 36)

G

Government relations/lobbying
1990 Public Affairs Conference (Nov, p. 11)
Budget bill likely to affect foodservice (Nov, p. 12)
Fisher's Law #103: A political interview (Jan, p. 27)
It pays to be clear about tax-deductible lobbying (Nov, p. 13)
Maryland cosponsors "Lunch on the Run" (Aug, p. 8)
Operators champion foodservice perspective at 1990 Public Affairs Conference (Nov, p. 11)
Restaurateurs run for Congress (Aug, p. 10)
States have great success with grassroots lobbying days (Aug, p. 8)
See also **Tax issues**
See also **Washington Report Index**

Great Menu Contest
1990 Great Menu Contest winners (May, p. 29)
Menus with mama, trains, bikinis and jokes about Yogi (May, p. 28)

H

Health and nutrition
1991 Forecast: Health and nutrition (Dec, p. 23)
A historic change [*salmonella enteritidis*] (Nov, p. 8)
Association offers new nutrient-analysis service (Feb, p. 7)
Cancer concerns (J/J, p. 25)
Consumer commitment to nutrition increases (Mar, p. 36)
FDA bans sulfites on "fresh" potatoes (Apr, p. 9)
FDA puts eggs on its "potentially hazardous" list (Nov, p. 7)
Federal advisory organization recommends restaurant labeling (Nov, p. 12)
Fit chefs don't fit the "dough boy" stereotype (Sept, p. 30)
Health-awareness program for employees (Nov, p. 6)
Hepatitis guidelines for the health community (Nov, p. 7)
House approves nutrition labeling (Oct, p. 12)
Nutrition course for foodservice managers (Mar, p. 6)
Nutrition slips into the catering world (Nov, p. 22)
Other sources of nutrition information (Mar, p. 38)
Practicing what she preaches (May, p. 47)
Sail away to slender (Nov, p. 47)
Spa food (Mar, p. 28)
There may be a "light" at the end of the liquor tunnel (Feb, p. 14)
Third Annual Culinary Quadrathlon (Oct, p. 6)
Vegetarian food for meat lovers (Jan, p. 8)

Health inspections
Goodbye to the white-glove test (Sept, p. 32)

Herbs
Herbs are here to stay (Nov, p. 26)
Herbs for a cause (Nov, p. 28)
Herbs grow in popularity (Jan, p. 30)

Hiring
A closer look at outside "interests" (Aug, p. 7)
A foodservice employer's dream (Mar, p. 9)
Employing minors legally (J/J, p. 10)
Employment of minors (Aug, p. 7)
First impressions (Mar, p. 33)
Foodservice employment: 11 million by 2000 (Feb, p. 36)
Looking for help in all the right places (Oct, p. 29)
No shortage of workers there (Jan, p. 39)
The litmus test for hiring a chef (Sept, p. 26)
Where to find chefs (Sept, p. 27)
See also **Employee relations**

History
A "memorial" experience (Nov, p. 47)
Glimpses into the U.S. culinary past (Feb, p. 7)

Holidays
Holidays bring in customers (Feb, p. 42)
Hooray for holidays! (Apr, p. 7)

Home delivery
Grocery stores come to the door (Aug, p. 47)
Takeout (Dec, p. 28)

Hotels/inns
A hotel chain with an environmental vision (Sept, p. 10)
A tribute to the spirit of cooperation (Mar, p. 7)
An appealing ceiling (May, p. 6)
Coffee breaks with splash (Jan, p. 39)
Hotel restaurant operations data (Apr, p. 42)
Marriott workers take their kids along (J/J, p. 7)
Soviet chefs sample hot-rock hospitality (Jan, p. 6)
See also **Foodservice industry**

I

International foodservice
A lesson from a leader (Mar, p. 27)

Champions of the world? (Mar, p. 47)
Foundation awards certificate to sanitation text translator (May, p. 7)
Franchise restaurants up close (Mar, p. 39)
No shortage of workers there (Jan, p. 39)
Notable trends in foreign markets (Mar, p. 27)
Piroshkis and perestroika (May, p. 47)
Soviet chefs sample hot-rock hospitality (Jan, p. 6)
Surviving the franchise shakeout (May, p. 15)
When foreign markets beckon (Mar, p. 26)

L

Labor
See **Child labor/teen labor**
See **Employee relations**
See **Foodservice industry**
See **Hiring**

Legal help
Legal help for restaurateurs (Mar, p. 6)

Literacy
Literacy one step further (Jan, p. 14)
Show floor: Taking on tough social issues (J/J, p. 16)
The ABCs of literacy (Jan, p. 12)
The "Reading Rocket" is on its way (Jan, p. 6)

M

Management
A business card—rolodex-style (Jan, p. 7)
All for one—one for all (Feb, p. 47)
CEOs at the Show (Apr, p. 47)
Management by relevance (Apr, p. 18)
Managers must be motivators (Oct, p. 47)
Managers must get behind computers (May, p. 34)
Talking in the walk-in (Apr, p. 47)
What's ahead in the 90s? (Jan, p. 10)
See also **Employee relations**
See also **Partnerships**

Marketing
1991 Forecast: Marketing and advertising (Dec, p. 27)
A business card—rolodex-style (Jan, p. 7)
Appealing to singles in groups (Mar, p. 16)
Gold among the silver and gray (Mar, p. 17)
Hot particle markets for the 1990s (Dec, p. 20)
Ideas for local store marketing (May, p. 39)
Table for one: solo diners—one way to increase your market share (Mar, p. 14)
See also **Advertising**
See also **Promotions**
See also **Market research/focus groups**

Market research/focus groups
Fisher's Law #111: Focus groups (Oct, p. 35)
Focus groups: Finding out why customers act the way they do (Aug, p. 31)
The case for market research (Aug, p. 26)
What is a focus group? (Aug, p. 32)
When restaurateurs go shopping (Aug, p. 30)
When to use a focus group (Aug, p. 34)

Menus
1991 Forecast: 1990 menu analysis (Dec, p. 24)
Adding dimension to menus with smoked foods (J/J, p. 24)
Advertising on menus: yes or no (Dec, p. 37)
Always "sell out"—never "run out" (Sept, p. 18)
Consumer commitment to nutrition increases (Mar, p. 36)
Fax your facts (Dec, p. 47)
Food and beverage trends (Dec, p. 22)
Regional food preferences (Nov, p. 40)
Show floor: Catering goes casual (J/J, p. 17)
See also **Ethnic food**
See also **Food items/trends**
See also **Fruits and vegetables**
See also **Sandwiches**
See also **Seafood**

Minimum wage
1990 minimum-wage survey results (Sept, p. 37)
DOL promises explanation of minimum-wage law (Mar, p. 10)
DOL releases new wage poster (May, p. 11)
New wage law takes effect (Apr, p. 8)

Motivation
See **Employee relations**

Music
Clearing the savage beast (Aug, p. 47)
Stop the music! (Feb, p. 9)

N

National Restaurant Association board members and activities
1991 National Restaurant Association Foodservice Industry Forecast (Dec, p. 13)
Association offers major medical plan (Aug, p. 6)
Association convenes working group on ADA regulations (Oct, p. 12)
Association offers new nutrient-analysis service (Feb, p. 7)
Association sponsors disability insurance (Oct, p. 6)
Director Herman Cain addresses CIA graduates (Jan, p. 28)
Fall Board meeting report (Nov, p. 10)
Foundation awards certificate to sanitation text translator (May, p. 7)
Hotel discounts for association members (Sept, p. 8)
Hurst crosses country with "celebration of education" message (Oct, p. 11)
Hurst names committee chairs (Aug, p. 12)
Hurst pledges support to two designated-driver campaigns (Sept, p. 11)
More options for association's major-medical plan (Dec, p. 6)
New study group focuses on "global economy" (Dec, p. 6)
Operators champion foodservice perspective at 1990 Public Affairs Conference (Nov, p. 11)
Rusitzky: A year of focus on the environment (J/J, p. 13)
Seven educators win fellowships (Sept, p. 7)
Tastings highlight Monterey Wine Festival (May, p. 8)
Vice President Hurst speaks to students at "Kid's Diner" (Jan, p. 28)
Winemakers, wine lovers meet in Monterey (Feb, p. 6)
Winter board meeting report (Mar, p. 35)
You must register for the Show (Feb, p. 6)
See also **Show, 1990**
See also **Washington Report Index**

No-shows
A solution to no-shows (Sept, p. 6)
It oughta be a law (J/J, p. 47)

O

Organics
Doing his part to save the planet (J/J, p. 8)
How was that fish caught? (Oct, p. 11)
Just yin and yang (Oct, p. 10)
Zachary's goes universal (Oct, p. 10)

P

Partnerships
A sweet deal by another name (Oct, p. 28)
A tribute to the spirit of cooperation (Mar, p. 7)
Avoiding problems in a partnership (Jan, p. 19)
Choose your partner carefully (May, p. 23)
How to set up cross-promotions (May, p. 20)
Manager/partner programs (Oct, p. 26)
Partners in promotions (May, p. 19)
Partnerships: How to make them work (Jan, p. 16)

Pizza
Coin-operated pizzeria (J/J, p. 47)
Pizza Hut tests video booth (Aug, p. 6)
The pizza barometer (Dec, p. 47)

Prices
See **Foodservice Trends Index**

Profiles
"How's Business" (Jan, p. 37; Feb–Dec, p. 45)

Promotion
A & W offers storybooks and cassettes for kids (May, p. 7)
A "get up and go" incentive (Aug, p. 6)
A "memorial" experience (Nov, p. 47)
A touch of London in a Mississippi tavern (Sept, p. 7)
Always "sell out"—never "run out" (Sept, p. 18)
Are discounts desirable? (Mar, p. 21)
Art and game in Texas (Feb, p. 47)
Burger King creates a club for young fans (Mar, p. 6)
Burger King sponsors chicken-clucking contest (Aug, p. 7)

Choose your partner carefully (May, p. 23)
Coffee breaks with splash (Jan, p. 39)
Give them a gimmick (Mar, p. 24)
Holiday hugs from White Castle (Oct, p. 6)
How to discount your product without sabotaging your image (Mar, p. 23)
How to make promotions work for you (Sept, p. 6)
How to set up cross-promotions (May, p. 20)
Keeping interest alive with special-event dinners (J/J, p. 26)
Making wishes come true (Mar, p. 7)
New cooking show looks for stars (J/J, p. 7)
Ninja Turtle home videos (Apr, p. 6)
Partners in promotions (May, p. 19)
Pennsylvania group gears up for Coffee Day (Feb, p. 9)
Pizza Hut tests video booth (Aug, p. 6)
Promotions for pint-sized patrons (Mar, p. 30)
Restaurant advertising and promotions (May, p. 37)
Restaurants enhance their image with specialty advertising (Aug, p. 22)
Restaurateurs continue to climb the staircase to economic stability (Dec, p. 9)
Service with a smile—and a guarantee (Apr, p. 14)
Specialty items can boost service ratings (Aug, p. 23)
Tasty legal tender (Jan, p. 9)
"We're glad you're here!" campaign is back (J/J, p. 6)
"We're glad you're here!" ushers in renewed commitment to service (Aug, p. 11)
See also **Advertising**
See also **Marketing**

Recipes
Baked Italian melt with pesto (Jan, p. 23)
Bruschetta (Feb, p. 18)
Celery soup with lovage and rice (Nov, p. 27)
Chicken Indienne with cranberry chutney (Sept, p. 24)
Cornish game hens woodsman's style (May, p. 6)
Cranberry chutney (Sept, p. 24)
Crema catalana (Sept, p. 17)
Ginger-peanut dip with raw vegetables (Nov, p. 23)
Grilled marinated snapper (Apr, p. 32)
Grilled vegetable lasagne (Mar, p. 8)
Iced cappuccino (Feb, p. 33)
Iced tea cooler (Feb, p. 33)
Lemon and rosemary steamed pudding (Nov, p. 27)
Lime-and-chili-grilled chicken (Oct, p. 11)
Mango chutney (Sept, p. 24)
Mar I Muntanya (Sept, p. 16)
Marinade for venison (Apr, p. 32)
Mee grob (Jan, p. 26)
New Orleans baked bananas (Mar, p. 29)
Open tuna sandwich with Thai dressing (Jan, p. 26)
Pears ancienne (Apr, p. 32)
Plum-nectarine vinaigrette (Nov, p. 24)
Quesadillas veracruz (Feb, p. 18)
Salmo en salsa verd (Sept, p. 16)
Sarsuela (Sept, p. 16)
Smoked tomato salsa (J/J, p. 24)
Stir-fried cellophane noodles with crabmeat (Aug, p. 6)
Tamarack chocolate mousse (Feb, p. 14)
Tiramisu (Dec, p. 43)
Tropical-fruit vinaigrette (Nov, p. 25)
Vegetable bundles (Feb, p. 6)

Recycling/solid waste
Finding solutions to the solid-waste problem (Mar, p. 10)
Flashy trash (Dec, p. 47)
New edition of solid-waste booklet (Aug, p. 6)
Recycling roundup (Dec, p. 8)
Recycling saves money and does good (Mar, p. 12)
Recycling the house (Dec, p. 47)
Restaurant replaces throwaways with dishes (Aug, p.13)
Rusitzky: A year of focus on the environment (J/J, p. 13)
Show floor: Taking on tough social issues (J/J, p. 16)
Some simple things restaurateurs can do to save the earth (Oct, p. 8)
See also **The Environment**

Restaurant codes and regulations
Association convenes working group on ADA regulations (Oct, p. 12)
DOL releases training-wage regulations (Apr, p. 8)
FDA puts eggs on its "potentially hazardous" list (Nov, p. 7)
Goodbye to the white-glove test (Sept, p. 32)
Some regulations go too far (Mar, p. 8)
Stiffer penalties for child-labor violations (Apr, p. 8)

Restaurant trends
How do you spot a trendy restaurant in New York? (Jan, p. 8)
Casual, interactive dining concept opens in Seattle (J/J, p. 6)
Coin-operated pizzeria (J/J, p. 47)
A striking combination (J/J, p. 47)
See also **Foodservice industry**

Restaurant reviews/guides
Fax your facts (Dec, p. 47)
Value for the dollar (Oct, p. 47)

Sandwiches
Regional favorites (sandwiches) (J/J, p. 39)
Show floor: Catering goes casual (J/J, p. 17)
Sobik's promotes its steak subs (Jan, p. 7)
Spotlight on sandwiches (J/J, p. 37)
The new sandwiches: exotic, eclectic and ever so edible (Jan, p. 22)

Seafood
Cultivated seafood comes of age (J/J, p. 16)
Fish and seafood update (Aug, p. 36)
How you can get involved [with dolphin-safe tuna] (Nov, p. 10)
Restaurateurs champion dolphin-safe tuna (Nov, p. 9)
Safety tips for handling fish/seafood (Aug, p. 37)
Why consumers enjoy eating fish and seafood in restaurants (Aug, p. 37)

Section 89
See **Washington Report Index**

Seniors
Gold among the silver and gray (Mar, p. 17)
Senior pros offer free business help (Mar, p. 20)
The elderly magnets (Nov, p. 36)
See also **Customer attitudes/behavior**

Service
1991 Forecast: Service: buzzword of the 1990s (Dec, p. 21)
Feedback improves performance (Oct, p. 23)
He speaks your language (Aug, p. 47)
Helping your employees get psyched (May, p. 26)
How to make promotions work for you (Sept, p. 6)
In a perfect world all restaurants would have. . . (Jan, p. 20)
No shoes, no shirt, no service—makes no sense (Jan, p. 7)
Service with a light touch (May, p. 47)
Service with a smile—and a clear-cut price (Nov, p. 47)
Service with a smile—and a guarantee (Apr, p. 14)
Specialty items can boost service ratings (Aug, p. 23)
They want it fast, fresh and friendly (Apr, p. 47)
"We're glad you're here!" campaign is back (J/J, p. 6)
"We're glad you're here!" ushers in renewed commitment to service (Aug, p. 11)
What's ahead in the 90s? (Jan, p. 10)
Why customer satisfaction is important (Dec, p. 22)
Would you do business with you? (Oct, p. 7)

Show, 1990
Advancing the culinary arts (J/J, p. 22)
At the 1990 Show (Apr, p. 21)
CEOs at the Show (Apr, p. 47)
Culinary Team USA: National and Regional Teams picked at Show (J/J, p. 14)
Final tryouts for 1992 Culinary Team USA (Apr, p. 22)
Grand opening of lobby level at McCormick Place North (Apr, p. 21)
Honoring special people (J/J, p. 22)
Ice carving classic: Michelangelo meets Beat the Clock (J/J, p. 20)
Membership booth awards prizes (J/J, p. 23)
Representatives at the Show (J/J, p. 9)
Rusitzky: A year of focus on the environment (J/J, p. 13)
Sculptures awaken from frozen sleep (Apr, p. 22)
Show floor: Catering goes casual (J/J, p. 17)
Show floor: Cultivated seafood comes of age (J/J, p. 16)
Show floor: New image for commodity groups (J/J, p. 19)
Show floor: Taking on tough social issues (J/J, p. 16)
Single malts at the Show (J/J, p. 34)
Still selling after all these years (J/J, p. 23)

Tiramisu (J/J, p. 18)
Welcoming the '90s with a new floor—and spirit (J/J, p. 12)
You must register for the Show (Feb, p. 6)

Small business
1990 in review (Dec, p. 7)
Industry is still mostly small business (Apr, p. 43)
National search for exemplary small businesses (Nov, p. 6)
President signs bill authorizing small-business conference (Nov, p. 12)
Senior pros offer free business help (Mar, p. 20)

Smoking
Some regulations go too far (Mar, p. 8)

Social issues
Domino's runs for shelter (Jan, p. 39)
Operators on active duty in the war against drugs (May, p. 12)
Cartoon all-stars to the rescue (May, p. 14)
Helping the hungry (J/J, p. 7)
Show floor: Taking on tough social issues (J/J, p. 16)
Why Jim Dodge makes bread for charity (Sept, p. 28)
Gobble-Fest for the homeless (Nov, p. 6)
The hospitality industry responds to the needs of the homeless (Nov, p. 34)
See also **Community relations**
See also **Literacy**

Solo diners
Table for one: solo diners—one way to increase your market share (Mar, p. 14)

Spanish cuisine
See **Ethnic food**

State and regional
1991 Forecast: Regional and state forecast (Dec, p. 31)
American alpine cooking (May, p. 9)
Art and game in Texas (Feb, p. 47)
California Restaurant Association promotes water conservation (Feb, p. 8)
Connecticut food professionals fight hunger (Apr, p. 6)
Denver restaurant employees party for charity (Feb, p. 8)
Florida restaurateurs look forward to continued growth (Feb, p. 8)
How the regional forecast was prepared (Dec, p. 35)
Illinois restaurateurs say "don't drive drunk" (Feb, p. 8)
Maryland cosponsors "Lunch on the Run" (Aug, p. 8)
Pennsylvania group gears up for Coffee Day (Feb, p. 9)
Pennsylvania restaurateurs brunch for books (J/J, p. 7)
Pretax income varies by size of metropolitan area (Oct, p. 42)
Regional favorites (sandwiches) (J/J, p. 39)
Regional food preferences (Nov, p. 40)
State 1990 wrapup (Dec, p. 44)
States have great success with grassroots lobbying days (Aug, p. 8)
The baby-boom magnets (Oct,. p. 39)
The elderly magnets (Nov, p. 36)
Top states for franchise restaurants in 1988 (Mar, p. 40)
"What's Cookin'?" (Jan, p. 8)
"What's Cookin'?" (Mar, p. 7)
"What's Cookin'?" (May, p. 9)
"What's Cookin'?" (Oct, p. 10)

Stress
An art break (May, p. 24)
Grief in the workplace (Oct, p. 24)
The great escape (May, p. 24)

T

Table setting
The finer points of fine dining (Mar, p. 9)

Takeout
Takeout (Dec, p. 28)
What's the most popular ethnic food for takeout? (Feb, p. 38)

Targeted Jobs Tax Credit
See **Washington Report Index**

Tax issues
Alcohol taxes on the front burner (Sept, p. 8)
Alcohol-sellers' tax due this month (J/J, p. 9)
Donate your obsolete equipment (Mar, p. 7)
Eight tax-saving tips (Apr, p. 33)
Employers must give certain workers notice of possible tax refund (Jan, p. 8)
Fisher's Law #105: A meeting with the IRS (Mar, p. 35)
It pays to be clear about tax-deductible lobbying (Nov, p. 13)
IRS releases FORM 940-EZ (Jan, p. 8)
Storm brewing over alcohol tax (Sept, p. 8)
See also **Washington Report Index**

Tourism/Travel
National Tourism Week, May 13-19 (May, p. 6)
Sail away to slender (Nov, p. 47)
Spotlight on summer travel (May, p. 43)
Travel trends (May, p. 44)

Training
See **Education**
See **Employee relations**
See **Literacy**
See **Motivation**
See **Service**

W

"We're glad you're here!"
See **Promotion**

Wine
A dedicated distributor (Dec, p. 47)
Cavas sparkle (Sept, p. 20)
How to store table wines (Feb, p. 30)
Selling wine the easy way (Feb, p. 32)
Tastings highlight Monterey Wine Festival (May, p. 8)
Winemakers, wine lovers meet in Monterey (Feb, p. 6)

WASHINGTON REPORT INDEX

Alcoholic beverages/alcohol awareness
See **Comprehensive Index**

Americans with Disabilities Act (ADA)
1990 in review (Dec, p. 7)
ADA moves closer to enactment (J/J, p. 9)
Association convenes working group on ADA regulations (Oct, p. 12)
Attention turns to federal agencies after Congress passes ADA (Aug, p. 10)
Chapman language dropped (Aug, p. 10)

Business-meal tax deduction
1990 in review (Dec, p. 7)
Further cuts in the business-meal deduction? (Aug, p. 10)
Further cuts in the business-meal tax break? (Mar, p. 10)

Child care
See **Comprehensive Index**

Child labor/teen labor
See **Comprehensive Index**

Civil rights
Association-opposed civil rights bill vetoed by President (Nov, p. 12)
1990 in review (Dec, p. 7)
Democrats marshal civil rights bill through House (Sept, p. 8)
GAO report finds sanctions cause bias (May, p. 11)

Employee benefits
See **Comprehensive Index**

Equipment
See **Comprehensive Index**

Health and nutrition
See **Comprehensive Index**

Minimum wage
See **Comprehensive Index**

Parental leave
See **Comprehensive Index, Employee benefits**

Public Affairs Conference
See **Comprehensive Index, Government relations/lobbying**

Section 89
New reporting laws outlive Section 89 (Jan, p. 8)

Small business
See **Comprehensive Index**

Targeted Jobs Tax Credit (TJTC)
1990 in review (Dec, p. 7)
Employers must follow a new procedure for using TJTC (Mar, p. 10)
Harkin reassures TJTC users (Oct, p. 12)

Tax issues
See **Comprehensive Index**

Tip reporting/FICA tax
1990 in review (Dec, p. 7)
Association pushes to repeal FICA tax on tips (May, p. 10)
IRS releases "tentative findings" of tip study (Sept, p. 8)
List of cosponsors for FICA tax repeal grows (J/J, p. 9)

FOODSERVICE TRENDS INDEX

CONSUMER TRENDS

Consumer behavior
1991 Forecast (Dec, p. 13)
Americans speak out on child care (Feb, p. 41)
Children influence the decision where to eat out (Apr, p. 41)
Consumer commitment to nutrition increases (Mar, p. 36)
Consumer expenditures for food away from home increased in 1988 (Sept, p. 40)
Hispanic dining-out behavior (Nov, p. 44)
Holidays bring in customers (Feb, p. 42)
What consumers say [about nutrition] (Oct, p. 39)
Why are they magnets? [baby-boom] (Oct, p. 40)
Why consumers enjoy eating fish and seafood in restaurants (Aug, p. 37)
Why customers are leaning toward casual restaurants (Mar, p. 41)
Who eats ethnic? (Feb, p. 39)
Who is most likely to consume alcohol in a restaurant? (Apr, p. 36)
Who is most likely to consume nonalcoholic beverages? (Apr, p. 38)

Consumption patterns
1991 Forecast (Dec, p. 13)
Beverage update (Apr, p. 36)
Consumption profile for fresh vegetables (Oct, p. 39)
Exotic produce (Jan, p. 31)
Fish and seafood update (Aug, p. 36)
Herbs grow in popularity (Jan, p. 30)
New profile of dairy-products consumption (Aug, p. 41)
Popularity of ethnic foods likely to grow (Feb, p. 38)
Spotlight on bottled water (Apr, p. 39)
Spotlight on salads (Oct, p. 37)
Spotlight on sandwiches (J/J, p. 37)
The indomitable spud (Oct, p. 36)
What's the most popular ethnic food for takeout? (Feb, p. 38)

CREST (Consumer Reports on Eating Share Trends)
1989 annual CREST report (Mar, p. 43)
1989 fall quarter CREST report (Mar, p. 44)
CREST report—1990 winter quarter (J/J, p. 36)
CREST report—1990 spring quarter (Sept, p. 39)

Demographics
1991 Forecast (Dec, p. 13)
A look at children under six (Apr, p. 40)
Kid power: a look at children 6 to 17 (May, p. 40)
The baby-boom magnets (Oct, p. 39)
The elderly magnets (Nov, p. 36)
Understanding the Hispanic market (Nov, p. 42)

Foodservice Market Measure
Nov./Dec. 1989 (Feb, p. 44)
October 1989 (Jan, p. 36)
Reintroduced (Aug, p. 44)
June 1990 (Sept, p. 44)
July 1990 (Oct, p. 44)

Nutrition
1991 Forecast (Dec, p. 13)
Consumer commitment to nutrition increases (Mar, p. 36)
Other sources of nutrition information (Mar, p. 38)
Safety tips for handling fish/seafood (Aug, p. 37)
What consumers say (Oct, p. 39)

INDUSTRY SEGMENTS AND TRENDS

Eating places
1991 forecast (Dec, p. 13)
C-store update (Jan, p. 33)
Franchise restaurants up close (Mar, p. 39)
Teenagers: important C-store patrons (Jan, p. 35)
Top states for franchise restaurants in 1988 (Mar, p. 40)

Employee benefits
Americans speak out on child care (Feb, p. 41)
Child-care-related benefits (Feb, p. 40)
New study on benefits for hourly employees (J/J, p. 40)
Profile of a contributors (J/J, p. 40)
What's being done about child care? (Feb, p. 40)

Foodservice industry
1990 industry operations report released this month (Sept, p. 36)
1990 minimum-wage survey results (Sept, p. 37)
1991 forecast (Dec, p. 13)
Census data indicate source of eating-place revenue (Aug, p. 38)
Foodservice employment: 11 million by 2000 (Feb, p. 36)
Higher earnings for moderate-check tableservice restaurants in '88 (May, p. 36)
Hotel restaurant operations data (Apr, p. 42)
How large are the largest firms? (Apr, p. 44)
Ideas for local store marketing (May, p. 39)
Industry is still mostly small business (Apr, p. 43)
Lodging sales continue to grow (Apr, p. 43)
Pretax income varies by size of metropolitan area (Oct, p. 42)
Profile of a typical minimum-wage earner (Sept, p. 38)
Restaurant advertising and promotions (May, p. 37)
Restaurant occupation costs are up (Jan, p. 32)
Restaurant sales up in 1989 (Nov, p. 39)
Spotlight on summer travel (May, p. 43)
The foodservice industry 1988: a brief review (J/J, p. 42)
The top five changes in hourly benefit programs (J/J, p. 41)
Travel trends (May, p. 44)
Uniform System of Accounts for Restaurants updated (Sept, p. 43)

States and Regions
1991 Forecast (Dec, p. 13)
Regional favorites [sandwiches] (J/J, p. 39)
Regional food preferences (Nov, p. 40)
Top states for franchise restaurants in 1988 (Mar, p. 40)

ECONOMY AND ECONOMIC INDICATORS

The economy
1991 Forecast (Dec, p. 13)

Prices
1990 wholesale food price outlook (Jan, p. 28)
The relationship between weather and food prices (Jan, p. 30)
Vegetable prices are down (Oct, p. 38)

1990 ASSOCIATION RESEARCH STUDIES

1987 Census of Retail Trade Merchandise Line Report (Apr, p. 44)
1991 Foodservice Industry Forecast (Dec, p.13)
Attitudes Toward Nutrition in Restaurants: Addressing the Market (Mar, p. 38)
Benefits for Hourly Employees in Foodservice (J/J, p. 41)
Foodservice Industry 1988 in Review (J/J, p. 42)
Franchising in the Economy, 1988–1990 (Mar, p. 41)
Restaurant Industry Operations Report—1989 (Jan, p. 33)
Restaurant Industry Operations Report—1990 (Sept, p. 37)
Restaurant Spending: Consumer Expenditures for Food Away from Home, 1988 (Sept, p. 40)
The Market for Ethnic Foods (Feb, p. 39)
Uniform System of Accounts for Restaurants (Sept, p. 43)

less bacon fat is used as a seasoning when preparing vegetables, and they are cooked for a shorter time. The nutrient-rich broth is then saved and used in sauces or soups. Lupo has given up using lard except in breads. And the most popular item served at Mary Mac's—fried chicken—is prepared in a way that keeps the crust "no more fat-filled than any other bread," according to Lupo.

Down-home French

Down-home cooking isn't reserved for traditional American foods. Cuisines that are typically perceived as "fancy" are also moving toward their roots. For example, French cuisine is being scaled down—not on quality or service but in the types of dishes offered. Frederic Perrier is the executive chef at La Cite, a year-old brasserie in New York City that seats 350. "We serve classical, traditional recipes from different parts of France," explains Perrier. "People are looking not to spend too much money. These recipes are a full meal with one dish. You don't have to eat an appetizer, because these are all garnished with vegetables." Items such as beef stew, lamb stew and cassoulet are popular at La Cite, particularly for dinner, when a hearty meal is expected. "At lunch, people are looking for something lighter," says Perrier. Classic French dishes are also served at lunch, but they tend to be lighter ones such as salade nicoise made with fresh tuna.

La Brasserie in Washington DC is another French restaurant that recently started offering traditional dishes. Raymond Campet, co-owner of the 135-seat restaurant, mentions the downturn in the economy as one reason La Brasserie made some adjustments to its menu. "In the 1980s, there was a tendency to have the nouvelle cuisine," he explains. "To do so required more staff in the kitchen. Classic cooking uses less staff."

Additionally, nouvelle cuisine calls for expensive ingredients: lobster, foie gras, caviar, truffles. This is not the case with some of La Brasserie's most popular traditional items. For example, beef burgundy served with white onions and bacon is an alternative to nouvelle cuisine, as is cassoulet with duck. "Duck is less expensive than veal or beef," says Campet. "The dish calls for beans on top, and there are no decorations because it is served in a bowl." Consequently these dishes cost less to prepare.

Another popular item on the changing menu is veal blanquette, which Campet says "was served every Monday in my house when I lived in France because that's laundry day, and my mother could put it on to cook and not worry about it." His mother's recipe is used at the restaurant.

New traditional

Buddy's Homesick Cafe opened last year in June and shortly thereafter was serving up to 650 people daily—10 turns. "People want to have fun when they go out," says Kathy Casey, "and they want things to eat that are recognizable—but with a twist." For example, Buddy's serves shrimp cocktail in a martini glass. The signature dessert is a Cracker Jack sundae: vanilla ice cream, fresh butterscotch, whipped cream and a whole package of Cracker Jack. Topping the sundae is the toy prize.

"My mom and grandmother were really good cooks," says Casey. "My mom made really yummy pot roast." So Buddy's serves traditional American pot roast—one of the most-requested items on the menu. Also in demand are meat loaf, hand-patted hamburgers (with a secret seasoning) and chicken-fried steak. "We hand-pound it until it's paper thin, put it in a light buttermilk wash, dredge it in seasoned flour, and it's served with milk gravy," says Casey of Buddy's chicken-fried steak.

Also contributing to the hominess of the food is the casual atmosphere of Buddy's. To decorate the restaurant, Casey went to garage sales and bought unusual items to fit with the idea of home cooking. The look became complete when customers started bringing in things from their own homes. Casey also worked with artists to come up with lively diner-style logos and illustrations.

Kathy Jones, owner of Season's Best, thinks mom's recipes are here to stay. "It's not trendy; it's just good home cooking," says Jones. A top-selling item on the Season's Best menu is meat loaf. "But we stuff it with shaved ham, Swiss cheese and spinach, and we serve it in a creole sauce with roast new potatoes," says Jones. "A very common statement we hear is, 'Well, my mom never made meat loaf like this!' " Bread pudding, another favorite, is "jazzed up with Jack Daniels whiskey sauce," says Jones, again showing how the restaurant takes mom's basic cooking one step further.

So is it true that we can't go home again? Perhaps. But when something deep inside cries for the perfect simplicity of a slice of pot roast, a dish of rice pudding or a steaming bowl of hearty stew, it's good to know that the yearning can be fulfilled. ❑

Leslie Pietrzyk is a Washington DC-area writer.

CRISPY FRIED CHICKEN

Serves 4

Ingredients:
3 to 3½-lb. fryer chicken, cut into 8 pieces
Salt and white pepper
Vegetable oil for frying

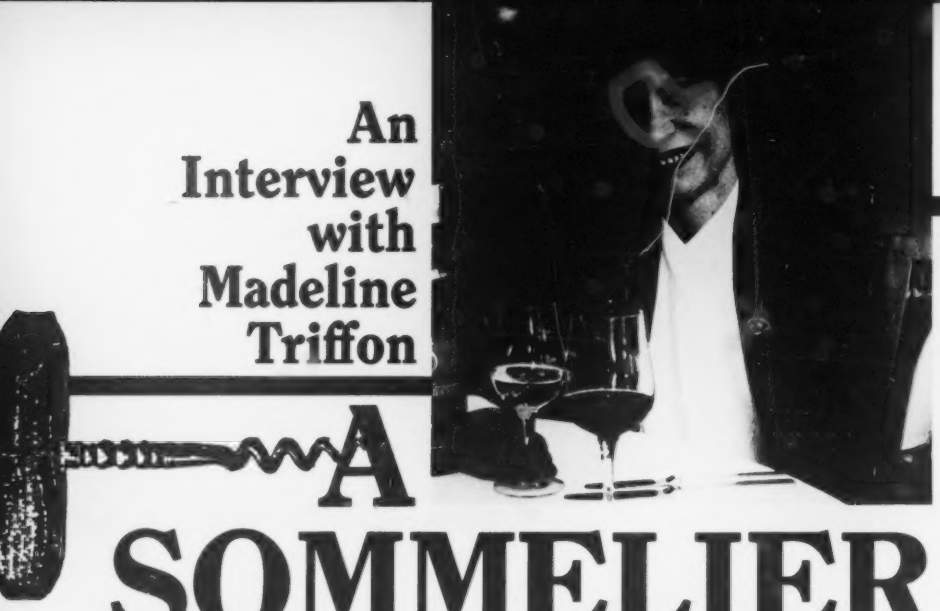
Batter #1:
1 cup tepid water
1 tspn. salt
½ tspn. white pepper
1 cup all-purpose flour
2 drops yellow food coloring

Batter #2:
1 cup all-purpose flour
1 tspn. salt
½ tspn. white pepper

Method:
Rinse chicken pieces under running water and pat dry. Sprinkle salt and white pepper over chicken and set aside for 10 minutes. Fill 12-inch frying pan or deep fryer half full with vegetable oil and heat to 325° F. Mix batter #1 ingredients in a bowl. Place chicken pieces in this mixture. Then in a separate bowl combine batter #2 ingredients. Lift chicken from batter #1 and roll in batter #2 mixture; shake off excess flour. Fry about 8 minutes on each side. Drain well on paper towels.

—Courtesy of Mary Mac's Tea Room

An Interview with Madeline Triffon



A SOMMELIER WITH AN EAR FOR WINE

by Joan E. Herlong

Many customers feel that ordering wine with dinner is like taking an IQ test in a foreign language. Customers—and your wine sales—are often also daunted by the intimidating prospect of asking the sommelier for assistance. As Master Sommelier Madeline Triffon explains, neither arrogance nor sophistication will sell wine—but simple and sincere service will.

Given the formidable trappings of wine, any fine restaurant with a well-stocked wine cellar should also have a well-versed wine seller. Triffon recently joined the staff of The Rattlesnake Club in Detroit, where she is their "first and only wine steward," one of only 13 master sommeliers in the United States.

Most wine experts, of course, have a "taste" for wine. Triffon says she has an "ear" for wine as well, developed over years of simply listening to her customers' needs and reading their body language. Triffon agreed to share what she has learned about wine service—and how she uses it—with ***Restaurants USA.***

Restaurants USA: **Can you "read" a table as you approach it and know what kind of wine they're likely to buy?**

Madeline Triffon: No, but I can read a customer's reactions to my questions. For example, I may notice that the customer is looking at wines by the glass on the first page of the wine list. If he's interested in wine by the glass, I'm not going to push him into buying a full bottle. But I might say, "Perhaps you'd care for a recommendation?" and then point one out. That may sound pushy, but it's all in the delivery. My tone must convey my honest desire to help make the right choice for them.

Body language plays a strong role. His eyes may light up, and he may turn toward me, intrigued that I feel confident enough to express an opinion, or relieved that he can rely on me instead of going through the list on his own. About half the time I find that he'll say, "Yes, that would be helpful." Other times, the customer might not even look at me or acknowledge my offer, so I know to back off.

It's important to read their faces. You'll know when you're losing your audience and your credibility if what you say is boring them or confusing them. If you get too technical in your descriptions, it all sounds like science fiction. Their eyes glaze over, they look bored—the spark is gone. In that case, I backpedal fast and use simple terms that everybody understands.

What terms work best in communicating a wine's flavor to the customer?

The longer I've been in the business, the simpler the language I use. I avoid wine terminology. "Dry" or "fruity" mean different things to different people. "Oaky" in wine-speak means full-flavored or concentrated, but customers tend to think it means woody or dry. I avoid flavor terms, but I do talk about texture and taste. I might describe a wine as crisp, astringent, light or "with a touch of sweetness." These terms make sense to people and sound more appetizing than "oaky." Sometimes I might use anthropomorphic expressions to describe a wine, such as "shy" or "spunky." But you have to be careful not to go overboard in that direction.

I always assume the customer knows just as much as I do about wine and that they just lack the nomenclature.

I also might ask customers to talk about a wine they've had and liked, and we go from there. Once in a while, if I'm really stumped, I'll bring them a sample glass from the bar. It never fails—even if they don't like it. If they taste it and say, "Oh, this is a bit too sweet," I still have a much better idea of what they want, and they can see that I'm working hard to find what will please them.

What wines sell best, as a rule?

Because they are familiar names, cabernets and chardonnays really sell themselves. But customers are becoming more broad-minded, willing to try new things.

For instance, we currently have a small Italian selection of white wines, but it's absolutely running out the door! We find that customers are very receptive to trying these as a nice alternative to the more familiar cabernets and chardonnays, and they are often in greater harmony with the menu.

What is the best way to approach the table?

I'm not immediately identifiable as the sommelier or wine steward. I don't wear a sommelier's medallion. It often works for me to say, "Were you looking to order wine right away?" or "May I recommend something from the wine list?" I'm inviting them to let me take the heat off them, if they are uncomfortable with ordering wine.

Do you generally offer the wine list to the gentleman at the table?

There has been a big change in wine-ordering protocol in the last three years. You can't assume the gentleman is necessarily going to taste or choose the wine. Many times, even with a party of two, it's not clear whether you're dealing with a client/boss situation, a job interview, a friendship or a romantic evening. Even with a couple out together for the evening, I can't assume. Often she will be more interested in discussing the wine than he will be. If it's not clear, I simply ask, "Who would like to taste the wine?" Many women are really delighted by this approach. So many women have said, "Thank you for asking!" It helps make the experience more participatory, more relaxed.

How do you balance the customer's concern for price with your goal of increased wine sales?

An attitude I share with the management at The Rattlesnake Club is offering the customer value. I know money is an issue, and I'm sensitive to that. My goal is to widen my customer base. I mean, do you want to sell $150 bottles of wine to a few people or $35 bottles to a full crowd? Ultimately, serving the customer's interests is the best way to serve the restaurant's interests.

As a rule of thumb, you can expect people to spend about as much on a bottle of wine as they would on the entree. For example, if most entrees are about $20, you can expect them to spend about $20 or more on a bottle of wine with dinner. I might ask, "Am I in the right range?" or I might suggest two similar wines in different price ranges to let the customer choose without making price an overt issue in front of his guests.

Down-selling is often the key to increased wine sales, even with really big spenders. I have learned something: People will be very happy to spend less than they assumed they would have to on a bottle of wine if you give them the chance. For example, I'll notice a customer is looking in the $35 price range on the wine list. He will often be happy—really delighted—if I can turn him on to a similar $25 bottle of wine that's a better value. That does not mean that he won't be willing to order a premium bottle another time.

Everybody likes a good deal. Occasionally I'll purposely down-sell a customer who would easily spend $100 on a bottle of wine by recommending a good $65 bottle. The important thing is that I've gained his trust and opened him up to a whole new world of wine that doesn't have to be so expensive to be delicious. Next time, they're more likely to think, "Let's let Madeline pick for us." They know they won't get burned. You'll look like a million bucks if you make the guest look like a million bucks, and he'll be happy he didn't spend too much.

Is it proper for the wine steward to steer the customer away from an "inappropriate" wine choice?

A lot of restaurants get into a dictator mode with wine, and they'll tell a customer this or that is inappropriate. It's true that lighter wines better complement lighter entrees such as fish. If, for example, a customer orders a red bordeaux with his fish, the wine could overpower the taste of the fish. I might say, "That particular wine is a bit astringent, this other red is a bit lighter." But I'm not going to insist that he order a white wine with his fish. Whether the customer appreciates wine the same way I do is really none of my business. Being sensitive to what the guest wants—even if it's not what I would recommend—is what service is all about.

Does offering wine by the glass help or hinder wine sales?

We encourage wine by the glass whenever possible. It increases the customer's options—having different wines with different courses, for example. With our greater alcohol awareness, people are drinking less—some not at all—and that's good. Wine by the glass programs help keep everyone at the table happy.

From the restaurant's point of view, cost is quite often better on wine by the glass, although the cash flow is better on wine by the bottle. There are different markups involved.

How do you train your staff to sell wine effectively?

I can't handle every table personally, so the most vital part of my job is staff training. The whole point of the master sommelier system is to share knowledge with other people coming up in the business.

I am self-educated as a sommelier. I started out in 1977 in a formal French dining room at the Westin Hotel with no experience whatsoever. For years, before I took any kind of exams or entered any competitions, I kind of resented not having a mentor. But I really believe the wine and the customers are the best teachers.

The attitude of service—"How can I help you?" rather than "What can I sell you?"—is really the most important aspect of wine sales. You are going to make a lot more money for the restaurant and for yourself if you concentrate on truly serving the customer.

For example, when you see that the bottle of wine at the table is finished, you do not bring another bottle to the table and say, "Shall I chill another bottle for you?" It puts the customer on the spot to actually send the bottle away. Instead, you should say something like, "I see you're out of wine. Would you care to have me chill another bottle for you?" A self-serving or insensitive attitude poisons the whole customer/server relationship. If you do that, the customer can get spooked; he can wash his hands of the whole thing.

Who is the ideal wine customer?

The customer can't say something wrong; he is not being tested. I am happiest when people are frank about all their needs. It makes my job a lot easier when someone says, "Madeline, I'd like a nice full-flavored chardonnay for under $30." I know I'm successful when I get a customer to trust me enough to be candid about everything he's looking for in a wine.

The whole point is the customer, serving the customer. I cannot overemphasize that point. I enjoy service, there's a love there, and that makes it easy. ❑

Joan Herlong is a freelance writer in Greenville, South Carolina.

SUCCESSFUL HOLIDAY PROMOTI

by Jennifer Batty

Eating and holidays go hand in hand. That's why restaurateurs spend time and energy planning holiday promotions. After running several holiday promotions, however, some ideas may start to seem old hat to both restaurateurs and their customers. For a fresh twist, some operators have highlighted unusual holidays or approached popular holidays from a new angle.

Fattening up a Tuesday

Copeland's restaurant in Alexandria, Virginia, has proven that an operation does not have to be in New Orleans to hold a Mardi Gras celebration. Mardi Gras (or Fat Tuesday) falls each year on Shrove Tuesday, the day before Lent begins, and is celebrated in New Orleans and other cities with parades, masked balls, eating and drinking. Nationwide, the holiday seems to be gaining in popularity because of its association with good times.

Copeland's successfully captured this festive spirit during its Mardi Gras promotion last year. Copeland's features Louisiana-style cuisine, so a Mardi Gras celebration was a natural fit.

Linda Roth, president of her own public relations firm, helped develop the plans for the Copeland's promotion. Roth contacted Eastern Airlines and asked them to donate two round-trip tickets to New Orleans in exchange for a mention in Copeland's promotional material for the event. According to Roth, the chance to win a week-long trip with airfare and accommodations helped draw a large crowd.

Roth also lined up local radio station WCXR to broadcast live from the restaurant on the day of the event. "The radio station helped a lot. Not only did we buy spots, the disc jockeys mentioned [the promotion] on their own because they wanted a good turnout," says Roth.

To further bolster interest in Copeland's among potential Mardi Gras revelers, flyers about the celebration were sent in advance to local members of a social organization made up of transplanted Louisianans. "You wouldn't believe how many people we had here from Louisiana. We bought all these beads and doubloons to hand out to people, and here these people were bringing in hundreds of their own," she says.

Copeland's restaurant in Alexandria, Virginia, offered revelers a colorful, tuneful Mardi Gras celebration that included the chance to win a trip to New Orleans.

To give the restaurant the visual feel of Mardi Gras, Copeland's commissioned a local artist to create huge drawings of New Orleans icons. The large works included images such as the wrought-iron trellises of French Quarter balconies, feathered and bejeweled masks, musicians at a jazz funeral and Louisiana crawfish.

The Friday before the big event, staff members stayed until the wee hours of the morning, decorating the restaurant with the large drawings, feathered masks and the colors of Mardi Gras—green, gold and purple. Festivities began at 2 p.m. on Mardi Gras. Each person coming in to Copeland's received a slice of "king cake." King cakes are a Mardi Gras tradition: A nut or toy is baked inside a king cake, and the person whose cake slice contains the prize is king for the day. Copeland's baked 30 king cakes with a toy doll in each, and lucky slice holders received prizes such as athletic club memberships, movie passes, T-shirts, free appetizers and dinners at the restaurant.

A live Dixieland band helped create a feeling that customers were in New Orleans. The waitstaff dressed in green, gold and purple, and layered themselves with strings of beads. "Customers could purchase feathered masks from their servers, and by the end of the night almost everyone was

BEST AVAILABLE COPY

Holidays can be great hooks for drawing customers into the establishment. This article reports on successful promotions that operators ran last year on holidays that fall during the first part of the year.

ONS

covered in beads and feathers," says Roth.

The promotion was a resounding success. "We did outrageous sales. We must have had 400 to 500 people come through here," says Roth. "And that was also the biggest problem; we had no idea we would get that kind of response and it was just too many people. You could hardly move."

This year, says Roth, security has been added to the budget for the event. "We are going to limit the number of people we let in and watch people more closely," she says. For those who plan to celebrate Fat Tuesday in their operations, Roth recommends that the servers be given good background information on New Orleans and Mardi Gras. "We're lucky because a lot of our people are from Louisiana and know about Mardi Gras. Servers should be able to answer patrons' questions about Mardi Gras. This year Mardi Gras falls on February 12, 1991. Next year's date for Fat Tuesday is March 3, 1992.

Cinco de Mayo

May 5th is one of the most-celebrated days in Mexico, a national holiday commemorating a Mexican battle victory over invading French forces in 1862. The holiday, known as Cinco de Mayo, is a time for parades, parties and dances.

Macayo Restaurants celebrated Cinco de Mayo—a national Mexican holiday—with a week-long series of specials, dancing, pinata parties and "Cinco Kid" hat giveaways for the kids.

Macayo Mexican Restaurants held a successful Cinco Fiesta in their units last year, culminating in a tent party at the Scottsdale, Arizona, operation. Macayo even managed to do some good for the community as it was winning over customers.

During the promotion, from May 1 to May 5, children aged 12 and younger ate for free and each received a "Cinco Kid" hot-pink and yellow chili-pepper hat. Through a drawing, adults had a chance to win a trip to Cabo San Lucas, catered party trays and gift certificates.

Throughout the week, there were dinner specials such as a beef taco, cheese enchilada and tostada for $3.95, and special prices on Mexican beers and margaritas. Customers could also do a Mexican Hat Dance, the Hokey Pokey or try to break a pinata for "Macayo Bucks"—certificates redeemable for food and drinks at the restaurant.

On the day of the holiday, Macayo held a tent party from noon until midnight. Entrance to the event was $1 or a can of food to be given to charity. Some of the activities for the tent party included a performance by Ballet Folklorico dancers, the making of paper flowers, a jalapeno-eating contest, the breaking of a pinata, a tortilla toss, a Mexican bean race and a dunking tank filled with non-alcoholic margaritas in which patrons could dunk local celebrities.

From 6 p.m. until midnight, only those aged 21 and older were admitted to the tent party, where they could learn new dance steps and try them out as a Salsa band played.

In addition to the festive theme, Macayo used the occasion to help the Scottsdale community. To begin the week of festivities, staff members volunteered to cook a traditional Mexican lunch for area homeless people at the St. Vincent de Paul Society dining room. A food and donation drive was also a success. "Over 700 cans and $3,000 were donated to the St. Vincent de Paul Society," says Sharisse Johnson, vice president of corporate communication for Macayo. "It gave us a chance to contribute to the community and the

homeless, and that's what made it such a special event," says Johnson.

Running a Cinco de Mayo promotion was also successful for Hat Dance, an upscale Mexican restaurant in Chicago that is part of Lettuce Entertain You Enterprises. Ed Culleeney, general manager of the restaurant, says that last year the staff decided to really play up the holiday and turn their upscale restaurant into a fiesta spot.

For the celebration the staff wanted Hat Dance to look like an explosion of color. "There is a raised area in the ceiling in the bar section, and we put about 1,000 balloons of all different colors with colored ribbons hanging down from them so when you looked up all these ribbons would be dangling over your head," says Culleeney. Employees also threw colored confetti all over the bar, hung authentic sombreros around the restaurant and had the waitstaff dress in bright, tropical wear or in Mexican costumes.

Marketing for the promotion included handing out little cards to customers with information about the event, and cards were mailed to other Lettuce Entertain You operations. Culleeney also bartered with a local Hispanic radio station, giving them gift certificates in exchange for small spots on the air.

The promotion ran for four nights, and the restaurant featured live bands each night. Customers were given a glass of champagne and free appetizers as they entered the restaurant for the celebration. Diners who found a gold coin under their table tents got a swing at a pinata hanging in the entryway to the dining room. The pinata was stuffed with gift certificates, T-shirts and candy. On the final night a Mexican folkloric group performed, and Hat Dance awarded a prize for two round-trip tickets to Puerto Vallarta.

"The event was very successful as far as letting the public know about Hat Dance and Cinco de Mayo; people weren't really aware of the holiday," says Culleeney. One of the hazards of running a fiesta, Culleeney found, was the pinata-breaking. "One guy missed the pinata and almost tore down the whole restaurant," he says with a laugh.

Bastille Day fireworks

July 14 is a national holiday in France, as people celebrate the storming of the Bastille prison on July 14, 1789. Annual promotions commemorating this holiday have had patrons storming the door at Pot au Feu in Providence, Rhode Island.

Robert and Ann Burke, who own this upscale French restaurant, began holding Bastille Day promotions in 1986. That first year, the drawing card was a free dinner for two—in Paris. This past year, Pot au Feu gave away 12 trips, some to Europe and others to destinations in the United States.

"We went to American Airlines the first year, presented our idea and told them how our restaurant attracts a well-to-do clientele: businesspeople, financial brokers, lawyers—people who travel a great deal," says Robert Burke. "We also told them that it was guaranteed exposure, with three months of in-house promotion, talked about one-on-one by our staff, plus they would piggyback on all our print promos. And they said, 'Great!' It was so easy, I was amazed. The first year was so successful that we upped the number of trips at their request."

Each diner is given an entry form to be entered into the drawing for the airline tickets. As an incentive to the service staff, Burke asks each server to initial every entry form their customers submit. If one of the server's customers wins the trip to Paris, then he or she wins two tickets to anywhere American Airlines flies in the United States.

As well as co-promoting the event with American Airlines, Burke also secured a local radio station as a co-promoter. In exchange for mentioning the station in all promotional material, the station gave Pot au Feu free spots advertising the Bastille Day event, and people could send postcards to the station to enter the contest as well.

On Bastille Day, Burke puts on a beret and visits the local radio stations toting a gift basket with croissants, champagne, a French flag and a fact sheet about Bastille Day and the restaurant's promotion. "I've found the media people are very willing to talk about any national holidays," says Burke. "The baskets are vehicles to get them to talk about the day. For instance, a disc jockey might say, 'I'm eating a croissant right now and the reason I am is that it is Bastille Day.' "

On the evening of Bastille Day, the restaurant holds a set-price champagne dinner for a limited number of customers, and Burke draws the name of one of the big prize winners for one of the European destinations. Burke says this promotion is easy and inexpensive, since the tickets and air time are free. He says he freed the restaurant from the travel-agent role by giving the customers round-trip tickets good for a year and by giving them $1,000 for dinner during the Paris trip. Winners can decide when and for how long they want to travel and how to spend the money.

Pot au Feu's Bastille Day promotion has been a success in more ways than one. "Summer is a slow time here; people go to the beach, and traffic is down. This increases our traffic and gives us a mailing list from the entry forms with 10,000 names—each and every one of them a customer," he says.

Burke says that deriving your mailing list from customers is a sounder practice than sending material out blindly because "it is easier to keep a good customer than it is to get a new one. The key is that you need the vehicle to tune people into what you are doing in your operation. Bastille Day has worked wonderfully for us. People enjoy celebrating holidays," says Burke.

The happy result of the promotion, according to Burke, is that even though the winners plan their trips themselves, they come back and thank Burke for their fantastic trip. "The great thing is that people can make the trip whatever they want it to be. If they want to go for a month or just a weekend they can do it. Each person can create their own fantasy trip, yet somehow we keep getting the credit for it—which is fine with me," he says. ❑

Jennifer Batty is a communications specialist at the National Restaurant Association.

#114

Talking with customers

Those of you who follow this column may recall two earlier Fisher's Laws, one entitled "Talking with the boss" and the later one "Talking with employees." In each piece I listed those things that the receiver of communication (i.e., the boss or employees) likes to hear—and what is not liked. It seems a natural extension now to identify those things that customers like to hear, as well as what they don't like to hear. Here is a sampling of both.

What customers like to hear

1. Hello! We're glad you're here!
2. Welcome! It's nice to have you with us.
3. Welcome back. It's nice to see you again.
4. That's an excellent choice. I recommend it.
5. Sure, we can do that for you.
6. Of course! Take your time. I'll check back with you in a few minutes.
7. We have some great specials today. May I tell you about them?
8. Let me check with the chef, but I'm sure we'll be able to accommodate your request.
9. The people who come in here are really great.
10. The people who work here are really great.
11. There's no extra charge for that.
12. Our desserts are really sumptuous.
13. Sure, I'll get that for you right away.
14. Would you care for some more _____?
15. I have your check right here.
16. Your table is ready right now.
17. Oh yes! We take major credit cards.
18. This is compliments of the house.
19. I'm so glad you like it. We receive a lot of compliments on it.
20. Sure, I'll be glad to change that.
21. Why thank you! I'll pass that along to the people in the kitchen.
22. I'd be happy to make a recommendation if you like.
23. That wine is an excellent choice to accompany your _____.
24. I'll be glad to get some extra _____.
25. Thanks for saying that. I enjoy working here. It's a fun place.
26. A lot of people tell us we offer good value. Thanks for noticing.
27. It's really an upbeat company.
28. You may want to consider our catering and home delivery services sometime.
29. I've really enjoyed being of service to you.
30. Thank you for coming.

What customers don't like to hear

1. OK! What do you want?
2. Sorry, it's not my station.
3. Substitutions are not allowed.
4. We're all out of that.
5. We're all out of that, too.
6. We don't take special orders.
7. I don't know! I'll have to check. I'll be right back.
8. Which one of you ordered this?
9. You'll have to order now, or I may not get back to you for a while.
10. Would you please hurry up, I don't have all day.
11. What's wrong with it? It looks OK to me.
12. Which one of you gets the check?
13. We only take cash.
14. Pass this over to your friend there.
15. You did too order this!
16. It's alright, but I wouldn't order it if I were you.
17. If you're all finished, thanks for coming. We need a table.
18. That has a lot of calories. Are you sure you want it?
19. Cool it! I only have two hands.
20. You look like big tippers.
21. It's supposed to be lukewarm.
22. I'll send the busperson over when I get a minute.
23. Whoops! Sorry about that!
24. Try a little soda water; that should take the stain out.
25. The chef just walked out.
26. The manager said not to make any recommendations. He said to say that everything is good.
27. It's the same special every day.
28. I'll have to charge you extra for that.
29. How do I know? I don't cook the food, I just serve it.
30. I'm not working here after this week.

Fisher's Law #114: The most important thing you wear to work is your smile. That, along with a sparkle in your eye, is the most important thing you can "say" to a customer.

THE AMERICANS WITH DISABILITIES ACT:

ANSWERS FOR THE FOODSERVICE OPERATOR

A symposium sponsored by the National Restaurant Association

March 7, 1991

Call (800) 424-5156 for information

What's happening at casual tableservice restaurants?

A tighter economy and heightened value-consciousness among consumers continue to fuel demand for a casual, affordable, less structured dining experience at tableservice restaurants. A new National Restaurant Association study, Tableservice Trends: 1991, *shows that "casualization" of the industry is continuing as more restaurants take steps to strengthen their appeal to value-driven customers.*

In late 1990, the National Restaurant Association conducted surveys of both consumers and tableservice restaurant operators to investigate what has happened at tableservice restaurants since 1988—the last time similar surveys of consumers and tableservice operators were conducted.

Both the consumer and tableservice restaurant-operator surveys covered a wide variety of topics pertinent to tableservice restaurants, including casual dining, a trend that has become more prevalent in the restaurant industry since that time. The results of the surveys, published in a new association study, *Tableservice Trends: 1991*, indicate that the restaurant industry is continuing to respond to the growing interest in casual dining that was revealed in an association Gallup survey of consumers conducted in late 1989.

In that Gallup survey, half of those surveyed said they enjoyed eating at a casual restaurant more than eating at a fine-dining establishment. In contrast, 18 percent favored fine dining to casual dining and 23 percent enjoyed both types of establishments equally.

Although consumers rated both fine dining and casual dining equally in terms of the quality of the "overall experience" each provided, casual dining received a significantly higher rating in terms of providing value. In addition, casual establishments were preferred to fine dining by more than two in five consumers for dining out with children, having a Saturday-night treat with friends, and dining out with a spouse or friend instead of cooking at home.

The popularity of casual restaurants has been indicated by an increase in customer traffic. According to CREST* data for the year ending in August 1990, the casual-dining sector of the upscale segment reported a 5 percent increase in customer traffic. Over the same period, traffic rose a smaller 3 percent at quickservice restaurants, remained flat at midscale establishments and declined 5 percent at fine-dining upscale restaurants. Much of this traffic advance can be attributed to a 12 percent growth in

**CREST stands for* Consumer Reports on Eating Share Trends, *a diary survey conducted by the NPD marketing and research companies.*

Responses by tableservice restaurants to casualization trend, by per person dinner check, 1990

Many tableservice operators have taken steps to "casualize" their establishments

	Percent of respondents taking the step since January 1989				Percent of respondents* who will take the step in 1991			
	Less than $8.00	$8.00 to $14.99	$15.00 to $24.99	$25.00 or more	Less than $8.00	$8.00 to $14.99	$15.00 to $24.99	$25.00 or more
Cut price of menu items	19%	15%	35%	30%	1%	3%	3%	2%
Added lower-priced menu items	46	48	59	52	3	7	5	0
Added easy-to-prepare dishes to menu	57	50	52	49	4	6	7	0
Added grilled dishes to menu	60	51	84	64	14	4	13	7
Added pasta dishes to menu	52	59	76	73	18	5	9	18
Added light entrees to menu	62	61	76	65	11	19	22	7
Offered a complete meal at a fixed price	75	62	59	58	3	4	15	12
Reduced average price for bottled wine**	2	15	17	16	1	0	1	3
Decreased protein component in entrees	16	14	18	15	3	2	4	1
Offered frequent-diner promotion	24	26	28	20	13	12	13	8

** includes only those respondents who did not implement the step since January 1989*
*** for those serving wine*

Source: National Restaurant Association, *Tableservice Trends: 1991*

traffic from customers between 18 and 34 years old.

Boosting casual appeal

The advance in casual-restaurant traffic combined with high consumer interest in more casual-dining experiences has led many tableservice operators to take steps to strengthen their appeal. The association's 1990 Tableservice Operator Survey shows that the "casualization" of the industry is continuing as more restaurants take steps to accommodate consumers seeking moderate prices and good value.

Slightly more than half of those tableservice operations with per person dinner checks of more than $15 report having added lower-priced items to their menus since January 1989. Slightly less than half of those with lower per person dinner checks have done the same. In addition, a complete meal at a fixed price, which many consumers consider to be a good value, is most likely to be offered at tableservice restaurants with a per person dinner check of less than $8. However, higher-check establishments are also using the fixed-price strategy, as survey results reveal that about six in 10 tableservice operators with higher dinner checks offer complete meals for a fixed price.

Among operations in the higher-check end of the tableservice business, about one-third report that they have actually cut prices on menu items. Fewer than one out of five operations with dinner checks below $25 per person have cut prices on menu items.

Another means of building traffic—offering a frequent-diner promotion—has also become more popular. A significant proportion of fine-dining respondents, those with per person dinner checks of $25 or more, indicated they are offering a frequent-diner promotion. This tactic is more often associated with more casual-dining establishments, as roughly 25 percent of operators surveyed with establishments that have per person dinner checks below $25 already have these promotions.

Some fine-dining places are also relaxing their dress codes, bowing to the casual dress favored by younger consumers. In 1990, 65 percent of operators surveyed with a dinner check of $25 or more per person had a dress code, compared with 74 percent in 1988. Fewer than one-third of establishments with dinner checks below $25 per person had dress codes in 1990.

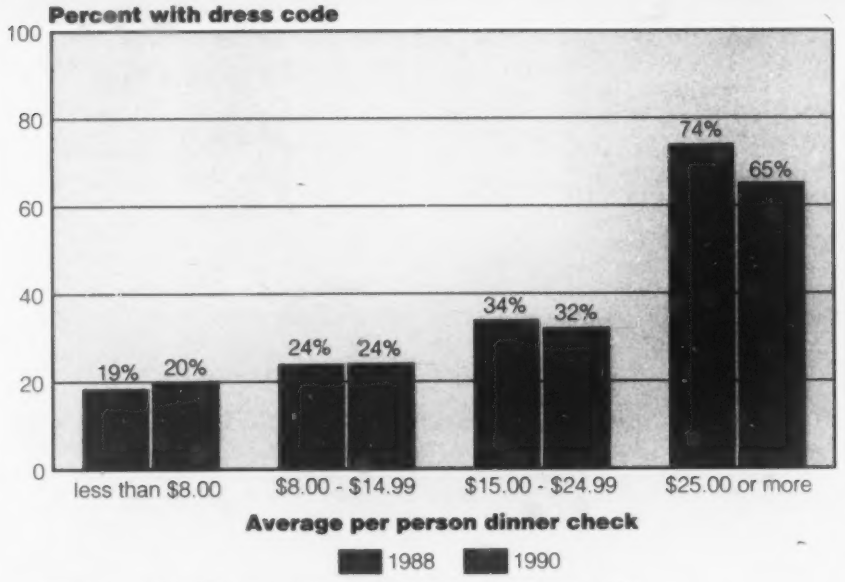
Adding casual fare

Survey results indicate that a majority of tableservice restaurants have made menu changes associated with the casual-dining phenomenon. More than half of all tableservice operators surveyed have added light entrees, grilled dishes and pasta dishes to their menus since January 1989. Establishments with average dinner checks of $15 or more per person reported a higher incidence of adding these lower-cost, less labor-intensive options to their menus in the last year than have establishments with lower dinner checks.

Results of the association's 1990 menu analysis, an analysis of 50 menus

Percent of tableservice restaurants with a dress code, 1988 and 1990

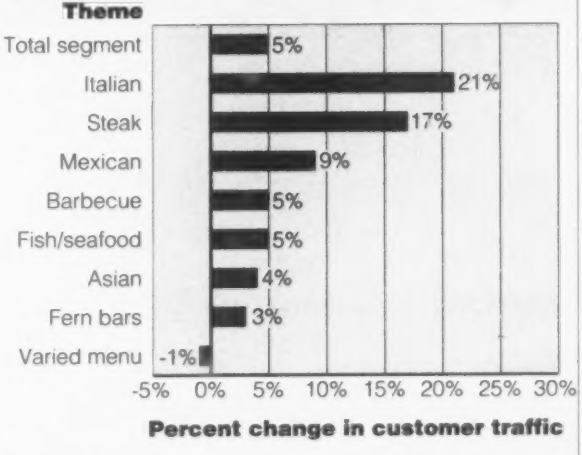
Dress codes have become less prevalent at higher-check tableservice operations



Source: National Restaurant Association, *Tableservice Trends: 1991*

Change in traffic at casual restaurants, for year ended August 1990

Casual Italian, Mexican and steak restaurants posted larger traffic advances than did the casual segment as a whole



Source: NPD CREST

each from the association's 1985 and 1990 Great Menu Contests, reinforce the trend towards casual dining. Sandwich offerings, popular items at many casual restaurants, grew more dramatically in number than any other menu item—up 56 percent from 1985 to 1990. Pasta dishes more than doubled in number. Chicken breast entrees almost tripled in number, and casual combination meals such as sandwich/soup and salad/soup gained a stronger presence in 1990 as well. There was also a marked increase in the number of appetizers offered (up 25 percent). Appetizers sometimes stand in for an entree.

In addition to adding specific menu items, Tableservice Operator Survey results indicate that about half of those surveyed have added easy-to-prepare dishes to their menus since January 1989. These dishes may appeal to consumers interested in simple preparations of food and may help operators control costs.

What's ahead in 1991? Are operators who have not yet "casualized" their operations going to do so in the future? The Tableservice Operator Survey asked operators who had not reported making changes (such as lowering menu prices and adding menu items since January 1989) whether they would be making the changes in 1991. Survey results reveal that few who have not already taken steps plan to do so in the future.

Nevertheless, the results indicate that more will be trying frequent-diner promotions to build business in 1991. Moreover, the widespread appeal of light entrees, pasta and grilled dishes is confirmed, as significantly more tableservice restaurants will be adding these dishes to their menus in the year ahead.

—Nancy Michalski

Growth in the casual segment

While casual dining as a whole posted a 5 percent growth in customer traffic for the year ended August 1990 compared with the year ended August 1989, all segments did not grow equally, nor was the growth spurred on by the same customer groups, according to CREST data.

☐ *Italian.* Total traffic for casual Italian restaurants advanced 21 percent in the year ended August 1990—the largest advance among all types of casual restaurants. Although traffic grew 12 percent among adults between 18 and 34 years old, traffic grew more among adults between 35 and 49 years old (22 percent), 50 and 64 years old (31 percent), and among those 65 years old and older (28 percent).

☐ *Steak.* Traffic counts advanced 17 percent at casual steak restaurants for the year ended in August. Traffic among consumers between 18 and 34 years of age declined 11 percent, while counts among adults more than 35 years of age advanced—particularly among senior citizens.

☐ *Mexican.* Casual Mexican restaurants witnessed a 9 percent rise in customer traffic, ahead of the increase posted for the segment as a whole. This increase can be attributed to traffic advances for 18 to 34-year-olds (up 18 percent) and 50 to 64-year-olds (up 11 percent).

☐ *Barbecue.* Casual barbecue restaurants posted traffic gains on a par with those posted by all casual establishments—up 5 percent. Traffic grew the most among adults aged 65 and older (up 51 percent) and those between 18 and 34 years of age (up 25 percent). Customer counts declined among adults between 50 and 64 years of age (down 31 percent).

☐ *Fish/seafood.* Traffic at casual fish/seafood restaurants advanced 5 percent, a gain on par with total casual dining growth. Double-digit traffic advances were recorded among adults 65 and older (up 17 percent) as well as among those between 18 and 34 years of age (up 10 percent).

☐ *Asian.* Unlike other casual restaurants with an ethnic theme, casual Asian restaurants posted a smaller increase in traffic—up 4 percent. This more modest increase is a result of large traffic declines among 50 to 64-year-olds (down 13 percent), offsetting large traffic increases among 18 to 34-year-olds (up 17 percent) and senior citizens (up 11 percent).

☐ *Fern bars.* Fern bars recorded traffic advances of 3 percent for the year ending in August—slightly below growth posted by the casual segment as a whole. The growth in the segment was primarily driven by a 15 percent increase in traffic among 18 to 34-year-olds. Traffic among adults 35 and older declined.

☐ *Varied menu.* Varied-menu casual establishments were the only group to record a traffic decline—down 1 percent—for the year ended in August. Surprisingly, the decline was led by a drop of 7 percent in traffic from adults between 50 and 64 years old, combined with a 2 percent decline in traffic from adults between 35 and 49 years of age. Traffic from 18 to 34-year-olds (up 6 percent) and adults 65 and older (up 2 percent) increased.

Source: NPD CREST

To order the report

Tableservice Trends: 1991 is a compendium of results from the association's 1990 menu analysis, plus results from a Gallup consumer survey and a survey of tableservice restaurant operators. The report investigates the needs of tableservice-restaurant consumers and examines how various types of restaurants are responding to these needs. It includes a look at casual dining, nutrition concerns, tableservice features, alcoholic beverage service, customer satisfaction with service, and business conditions.

The report (CS505) is available to association members for $35 and to nonmembers for $70 (overseas orders require a 20 percent surcharge). All orders must be prepaid.

Send a check or money order to the National Restaurant Association Publications Department, 1200 Seventeenth Street, NW, Washington, DC 20036. For credit-card orders, call the association's information services department at (800) 424-5156 or (202) 331-5960 in Washington DC between 9 a.m. and 5 p.m. (Eastern Time).

Fine dining in the United States

U.S. fine-dining establishments are highly concentrated in a few metropolitan areas. It is likely that the number of fine-dining establishments peaked in 1987.

Fine-dining restaurants were prominent in the public eye in the 1980s. Yet fine-dining restaurants,* defined here as establishments with per person checks averaging $30 or more, numbered slightly more than 1,800 in 1987. These establishments accounted for only 1 percent of all tableservice restaurants. Nevertheless, their sales averaged more than $1 million each and totaled $1.9 billion, representing 3 percent of tableservice volume. In per capita terms, there were 134,800 U.S. residents for each fine-dining place.

Fine dining highly concentrated

Although 11 states had no fine-dining places with per person checks averaging $30 or more, four states (New York, California, New Jersey and Florida) had more than 100 each. Furthermore, these states accounted for more than half of all fine-dining restaurants in the United States and 61 percent of sales transacted at establishments with per person checks averaging $30 or more.

A somewhat different picture emerges when state population is taken into consideration by calculating the number of fine-dining places per capita. Two New England states heavily dependent on tourism, Vermont and New Hampshire, rank second and fourth in fine-dining establishments per capita. The District of Columbia ranks first, and New York—the leader in number of establishments—ranks third.

Even more revealing are data for metropolitan areas. Despite the fact that approximately one-third of all metropolitan areas had at least one fine-dining restaurant in 1987, most were concentrated in a few areas. Census data show that 31 percent of fine-dining restaurants were located in the New York consolidated metropolitan area, and these establishments accounted for 38 percent of sales for all fine-dining restaurants in the United States.

Fine-dining restaurants locate where their customers congregate. So it is no surprise that nearly half of them are situated in the country's four largest metropolitan areas, termed "world cities" by William H.

*includes tableservice restaurants categorized as eating places and excludes restaurants operated by other entities such as hotels

Top-ranked metropolitan areas for fine dining based on establishments per capita, 1987

Rank	Metropolitan area	Resident population per fine-dining establishment	Number of fine-dining establishments
1	Portsmouth–Dover–Rochester, NH–ME	11,300	19
2	Ft. Myers–Cape Coral, FL	22,700	13
3	Salinas–Seaside–Monterey, CA	26,400	13
4	NY, Northern NJ, Long Island, CT	31,900	566
5	Las Vegas, NV	46,200	13
6	Portland–Vancouver, OR–WA	55,300	25
7	Miami–Ft. Lauderdale, FL	55,700	53
8	West Palm Beach–Boca Raton–Delray, FL	56,400	14
9	San Francisco–Oakland–San Jose, CA	63,300	94
10	Philadelphia–Wilmington–Trenton, PA, DE, NJ	70,100	84
11	New Orleans, LA	77,700	17
12	Honolulu, HI	83,100	10
13	Hartford–New Britain–Middletown, CT	88,100	12
14	Atlanta, GA	88,600	30
15	Washington, DC, MD, VA	91,200	40
16	Los Angeles–Anaheim–Riverside, CA	93,500	144
17	Chicago–Gary–Lake County, IL, IN	99,400	82
18	Sacramento, CA	95,400	14
19	Boston–Lawrence–Salem, MA, NH	110,600	37
20	Denver–Boulder, CO	116,300	16

Note: *Fine dining = per person check of $30 or more*
Source: National Restaurant Association analysis of *1987 Census of Retail Trade*

Number of tableservice establishments and sales by per person check average, 1987

Per person check average	Number of tableservice establishments in category	Percent of tableservice restaurants	Tableservice sales (in billions)	Percent of sales
Less than $7	100,519	65%	$32.0	48%
$7 to $14.99	44,344	27	24.5	37
$15 and more	11,858	8	9.9	15
$30 and more	1,806	1	1.9	3
Total	**154,721**		**$66.4**	

Source: *1987 Census of Retail Trade*, Bureau of the Census

Top 10 states based on number of fine-dining establishments, 1987

State	Number of fine-dining establishments	Sales (millions)
New York	465	$654.2
California	307	334.1
New Jersey	116	87.2
Florida	102	106.6
Pennsylvania	92	73.6
Illinois	82	92.3
Massachusetts	79	58.9
Texas	65	64.9
Michigan	42	39.8
Colorado	42	35.5

Note: *Fine dining = per person check of $30 or more*
Source: National Restaurant Association analysis of *1987 Census of Retail Trade*

Top 10 states based on number of fine-dining establishments per capita, 1987

State	Number of fine-dining establishments	Resident population per establishment
District of Columbia	29	21,400
Vermont	23	23,800
New York	465	38,400
New Hampshire	19	55,600
New Jersey	116	66,200
Nevada	15	67,100
Massachusetts	79	74,100
Colorado	42	78,400
Connecticut	40	80,300
California	307	90,100

Note: *Fine dining = per person check of $30 or more*
Source: National Restaurant Association analysis of *1987 Census of Retail Trade*

Frey in *Metropolitan America: Beyond the Transition*, published by the Population Reference Bureau. These areas—New York, Chicago, San Francisco and Los Angeles—house a larger share of the nation's commercial banks, diversified financial companies, law firms, accounting firms and consulting services specializing in advertising and related activities. Strong growth in these advanced services throughout much of the 1980s—particularly in financial services—boosted fine-dining business.

Another indication of how their strong finance and trade positions in the international economy set these world cities apart from other large U.S. cities is the disproportionate share of fine-dining sales transacted there. Nearly 60 percent of fine-dining sales occurred in these four markets, although they account for only 18 percent of the U.S. population. In contrast, the remaining top 10 metropolitan areas in terms of population (Philadelphia, Detroit, Boston, Dallas–Ft. Worth, Washington DC and Houston) account for 10 percent of the population and 12 percent of fine-dining sales.

In retrospect, it is likely that the number of establishments in the $30 or more check-size category peaked in 1987. Considering the continuing effect that the October 1987 stock market crash has had on the financial-services sector of the economy, it is not surprising that many fine-dining places are repositioning to attract a broader clientele. (See accompanying article on casual dining.) Other factors limiting demand for fine dining include the 80-percent limit on business-meal deductibility and the impact of a maturing and increasingly value-conscious baby-boom generation—as well as the current recession.

Fine-dining meccas

Three relatively small coastal metropolitan areas that attract many tourists are the leaders when it comes to fine-dining restaurants per capita. Although the sluggish economy in New England may have had an impact on its ranking since 1987, Portsmouth–Dover–Rochester, NH–ME, a baby-boomer magnet, was the number-one metropolitan area in terms of fine-dining places per capita. Fort Myers–Cape Coral, FL, a magnet for the elderly, ranked second, followed closely by Salinas–Seaside–Monterey, CA.

Other metropolitan areas with a large number of fine-dining places per capita, although they are not especially populous, include Las Vegas and West Palm Beach–Boca Raton–Delray, FL. —*Susan Mills*

Tableservice restaurants by check size

Nearly two-thirds of all tableservice restaurants reported an average per person check size of less than $7 in 1987, making many of them price-competitive with the typical cafeteria or fast food place, where per person checks averaged $2 to $4.99 in 1987, according to recently released data from the Census of Retail Trade. Although these relatively inexpensive tableservice restaurants were responsible for nearly half of total tableservice sales, the next tier of restaurants—with moderate checks averaging $7 to $14.99—generated 37 percent of total sales.

A third tier of higher-check establishments, including fine-dining places, numbering fewer than 12,000 and accounting for only 8 percent of restaurants, was responsible for a disproportionate 15 percent of total sales.

A detailed analysis of check-size data for tableservice restaurants, fast food places and cafeterias from the *1987 Census of Retail Trade* has been prepared by the National Restaurant Association. This analysis includes state-by-state information on number of units, sales and per capita data as well as information for each metropolitan area.

Eating Places by Check Size (CS580) is available to members for $25 and to nonmembers for $50 (overseas orders require a 20 percent surcharge). All orders must be prepaid.

Send a check or money order to the National Restaurant Association Publications Department, 1200 Seventeenth Street, NW, Washington DC 20036. For credit-card orders, call the association's information service and library at (800) 424-5156 or (202) 331-5960 in Washington DC.

Alcoholic-beverage update

Virtually all measures suggest that alcoholic-beverage consumption is continuing its long-term decline. Nevertheless, recent National Restaurant Association research indicates that alcoholic beverages remain available at most tableservice restaurants with a per person check of $8 or more.

According to the U.S. Department of Agriculture (USDA) Economic Research Service, the average U.S. citizen (age 21 and older) in 1989 consumed a total of 38.9 gallons of alcoholic beverages, down 1.5 percent from 1988. The year 1989 marked the lowest per capita consumption of alcoholic beverages since the early 1970s.

USDA data reveal that in 1989 adults consumed an average of 33.7 gallons of beer, 3.0 gallons of wine, and 2.2 gallons of distilled spirits. By comparison, in 1981 per capita consumption averaged a higher 36.8 gallons of beer, 3.3 gallons of wine and 2.9 gallons of distilled spirits.

Distilled-spirits consumption was down in 1989 for the eleventh consecutive year according to USDA, while per capita wine consumption for 1989 registered its fourth consecutive annual decline. Beer consumption on a per capita basis has declined since 1986.

Restaurant consumption off

According to CREST, the incidence of ordering alcoholic beverages (beer, wine and cocktails) in restaurants has reflected consumers' lower consumption levels. In 1986, alcoholic beverages were ordered on 4.4 percent of eater occasions* in restaurants, but by 1989 these beverages were included on a slightly lower 4.0 percent of eater occasions.

The National Restaurant Association 1990 menu analysis** confirms that there has been less emphasis on alcoholic beverages. Among beverage mentions on menus, alcoholic drinks posted the largest drop, falling from almost one-third (31 percent) in 1985 to about one-quarter (26 percent) of all beverage items in 1990. Mixed drinks were off the most over this time period, with wine and beer mentions remaining relatively stable.

Per capita distilled-spirits consumption registered its eleventh consecutive annual decline in 1989.

Operations data from restaurants that participated in the National Restaurant Association Industry Operations Survey and reported data for two consecutive years provide additional insight into the changing alcohol-consumption patterns of patrons at full-menu tableservice operations. Although total sales at these establishments were up almost 5 percent in 1989, alcoholic-beverage sales advanced a lower 3 percent. When inflation is taken into consideration, this suggests a real decline in sales of alcoholic beverages at these full-menu tableservice establishments between 1988 and 1989.

In addition, the proportion of alcohol sales to total sales at full-menu tableservice restaurants declined from 22.1 percent in 1988 to 21.5 percent in 1989. Analysis of survey data shows that alcoholic beverages contributed a smaller proportion of total sales at establishments with higher average checks. For example, among establishments in which the average check per person was $15 or more, alcoholic-beverage sales accounted for 24.0 percent of total sales in 1989, down from 24.3 percent in 1988. At establishments with an average check of $10 to $14.99, alcohol sales contributed 21.1 percent of total sales in 1989, lower than for 1988.

Percent of tableservice restaurants serving alcoholic beverages that have specific alcohol awareness program, by dinner check size per person, 1990 1

Most tableservice restaurants have an alcohol awareness program

Type of program	Dinner check size per person: Less than $8.00	$8.00–$14.99	$15.00–$24.99	$25.00 or more
Server-training program	79%	83%	84%	91%
Alternative transportation for intoxicated customers	54	72	79	81
Written staff policy on what to do if a customer becomes intoxicated	62	62	63	71
Designated-driver program	29	30	30	35

Source: National Restaurant Association, *Tableservice Trends: 1991*

Census confirms slowdown

The *1987 Census of Retail Trade Merchandise Lines*

*An eater occasion is one meal eaten by one person.

**An analysis of randomly selected menus submitted to the National Restaurant Association's Great Menu Contest. Fifty menus were from 1985 entries, and 50 menus were from 1990.

presents additional data that indicate alcohol sales have been lagging. In 1987 retail sales of alcoholic drinks totaled $18.7 billion, up from $15.0 billion in 1982. This represents a 25.1 percent increase—but only about half the growth rate that occurred between 1977 and 1982.

Between 1982 and 1987, the Consumer Price Index for alcoholic drinks away from home advanced 29.6 percent, so real sales of alcoholic drinks through retail establishments during this time period actually declined about 4 percent.

Drinking places endured substantial real declines in alcoholic-drink sales between 1982 and 1987.

Examination of alcoholic-drink sales at eating places shows that these establishments posted sales of $11.1 billion in 1987, up more than 43 percent compared with 1982. Within the category of eating places, restaurants and lunchrooms captured sales of $9.8 billion, up almost 42 percent over 1982. Of particular note is the major growth between 1982 and 1987 of alcohol sales at "other eating places." This reflects the growing importance of contract foodservice and social caterers, within the eating-places category.

By comparison, drinking places in 1987 reported sales of $7.4 billion, up just 6 percent since 1982. Consequently, between 1982 and 1987, drinking places endured substantial real declines in alcoholic-drink sales.

Between 1982 and 1987, restaurants posted a real increase in alcoholic-drink sales of about 9 percent—still below the 15 percent real advance for meals and snacks. This fact suggests

More than 60 percent of tableservice restaurants that serve alcohol have a written policy on what to do if a customer becomes intoxicated.

Number of establishments offering alcoholic drinks, 1987

	Number of establishments
Eating places	108,272
Restaurants & lunchrooms	87,862
Fast food	17,030
Cafeterias	951
Other	2,429
Drinking places	58,692
Miscellaneous retail stores and other retailers	2,578
Total	**169,542**

Source: U.S. Department of Commerce, *Census of Retail Trade, Merchandise Line Sales*, 1987

Alcoholic drink sales at eating and drinking places, 1982 versus 1987

Alcoholic-drink sales reached $18.5 billion in 1987

	1982	1987
Eating places	$7,775,439	$11,124,153
Restaurants & lunchrooms	6,951,048	9,840,984
Fast food	477,120	542,038
Cafeterias	29,367	38,766
Other	317,904	702,365
Drinking places	6,983,153	7,386,446
Total	**$14,758,592**	**$18,510,599**

Source: U.S. Department of Commerce, *Census of Retail Trade, Merchandise Line Sales*, 1982 and 1987

Who drinks alcoholic beverages away from home?

A recent association consumer study, *Attitudes Toward Nutrition in Restaurants: Assessing the Market*, shows that 54 percent of adults in the United States report that they ever drink alcoholic beverages such as beer, wine or cocktails while away from home at a restaurant or eating place. Men are somewhat more likely to order an alcoholic beverage than women are.

Those ordering alcoholic beverages tend to be in higher income brackets. More than two out of three adults with annual household incomes of $40,000 a year or more reported ordering alcoholic beverages at restaurants, compared with slightly more than one out of three adults with household incomes below $20,000. Among those adults who ever drink alcohol away from home at restaurants or eating places, 38 percent indicated they are ordering alcohol less often than they have in the past.

Another association study, *Beverage Preferences*, investigated the popularity of 40 specific beverages, including beer, wine and cocktails, at restaurants. The most common explanations offered by consumers for ordering fewer alcoholic beverages than in the past was that they don't enjoy them as much anymore, as well as health reasons and concerns about drinking and driving.

Both studies are available for purchase. Contact the information services department for order information at (800) 424-5156 or (202) 331-5960.

that alcohol has become less important to consumers, even at tableservice establishments.

Census data show that at restaurants alcoholic drinks accounted for 21 percent of sales for establishments selling alcoholic beverages in 1987, down from 23 percent in 1982.

Alcohol availability

Despite the trend of lower alcoholic-beverage consumption, recent association research indicates that alcoholic beverages remain available at most tableservice restaurants where the per person dinner check is $8 or more.

According to the association's *Tableservice Trends: 1991*, 80 percent of tableservice restaurants with a $8 to $14.99 per person dinner check provide full beverage service, and more than 90 percent with checks of $15 or more serve beer, wine and distilled spirits.

Although fewer than three in 10 tableservice restaurants in which the per person dinner check is less than $8 offer full beverage service (including beer, wine and distilled spirits), more than four in 10 serve beer.

When it comes to responsible practices, more than eight out of 10 tableservice restaurants that serve alcoholic beverages report having a server-training program. Although the surveys are not strictly comparable, this figure is well above the 56 percent of association members serving alcoholic beverages that reported having a server-training program in an earlier survey conducted in August 1988. Both surveys confirm that the likelihood that an establishment has a server-training program increases with an establishment's sales volume.

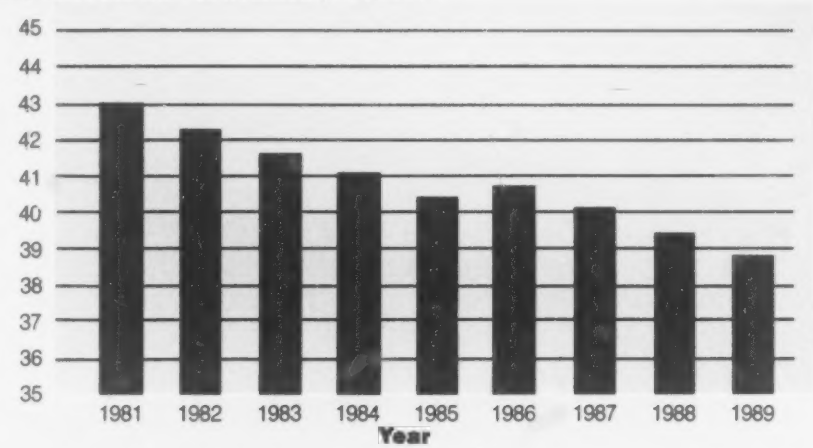
Nearly all tableservice restaurants that serve alcoholic beverages also offer nonalcoholic beverages such as soft drinks and bottled water. The majority serve nonalcoholic beer, wine and mocktails, too.

In addition, more than six out of 10 tableservice restaurants that serve alcoholic beverages report having a written staff policy on what to do if a customer becomes intoxicated. Approximately three out of four tableservice operators also indicate that they provide alternative transportation for intoxicated customers.

—Hudson Riehle

Per capita consumption of alcoholic beverages*

Per capita consumption of alcohol declined 10 percent between 1981 and 1989



*based on U.S. resident population 21 years old and older
**beginning in 1983, includes wine coolers

Source: U.S. Department of Agriculture, Economic Research Service, *Food Consumption, Prices, and Expenditures*, annual; and unpublished data.

Food and beverage sales as a percent of total sales* by average check size per person at full-menu tableservice restaurants

Alcoholic beverages' contribution to total sales declined, except at establishments with an average check under $5.00

Average check	Proportion of total sales, 1989	Percentage point change, 1988–89
Less than $5.00		
☐ Food	99.8%	+0.3%
☐ Beverage	3.3	+0.1
$5.00 to $9.99		
☐ Food	85.4	+1.0
☐ Beverage	18.2	−0.2
$10.00 to $14.99		
☐ Food	79.1	+0.7
☐ Beverage	21.1	−0.6
$15.00 and more		
☐ Food	76.0	+0.4
☐ Beverage	24.0	−0.3

* *Median values; therefore, figures do not add to 100 percent. Figures are not intended to be representative of or set standards for the industry. Respondents providing two years of comparable data numbered 570.*

Source: National Restaurant Association 1990 Restaurant Industry Operations Survey

Foodservice Market Measure—November 1990

As the unemployment rate crept upward to 5.9 percent in November 1990 and the country slid into recession, the proportion of adults who were foodservice patrons on a typical day declined to 46 percent after averaging 51 percent in the September/October period—as well as through the first six months of 1990.

Patronage at lunch, which 24 percent of adults reported purchasing away from home in November, continued to be off from the 30 percent average in the first half of 1990. In addition, the proportion of adults reporting that they patronized a foodservice establishment for dinner declined to its lowest level in 1990—as did patronage for breakfast.

After holding up fairly well in September and October, the proportion of adults who were on-premises patrons on a typical November day dipped to 32 percent, a significant decline from the 37 percent average through the first half of 1990. The proportion of adults who were on-premises patrons for lunch was 16 percent. On-premises dinner patronage by adults in November (12 percent) was at its lowest level in 1990.

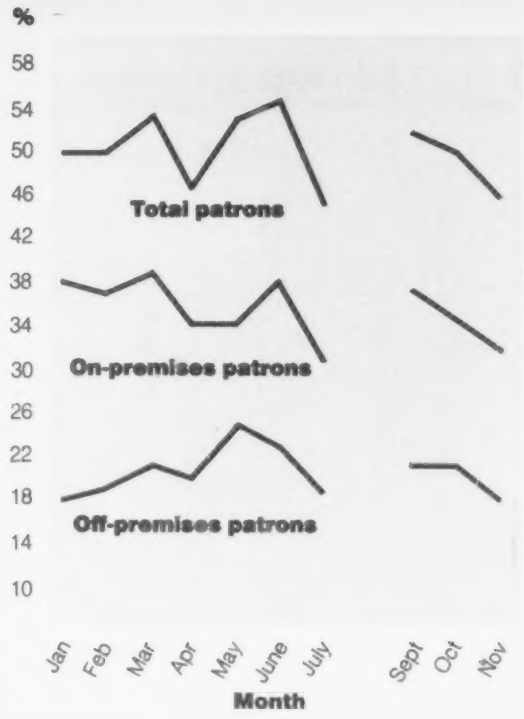
In contrast to the declines occurring for on-premises patronage, the proportion of adults purchasing from foodservice for takeout or delivery was not off by a significant amount.

Demographics

A look at demographics suggests that women were more likely than men to have cut back on their foodservice patronage. Forty percent of women were foodservice patrons on a typical November day, off significantly from the 47 percent average in the first six months of 1990. Older consumers, in the 55 to 64-year-old group, were also more likely than others to have cut back on eating out in November compared with earlier in 1990.

—Susan Mills

Percent of adults who were foodservice patrons in 1990



Source: National Restaurant Association Gallup Survey
Note: *Because of a Gallup error, there is no data for August 1990.*

Percent of adults who were patrons on a typical November 1990 day

	On-premises	Off-premises
Males	38%	19%
Females	26	17
Age		
18 to 24 years old	41%	25%
25 to 34 years old	32	26
35 to 44 years old	32	22
45 to 54 years old	35	15
55 to 64 years old	26	8
65 and older	24	5
Annual household income		
Less than $20,000	36%	21%
$20,000 to $39,999	31	21
$40,000 or more	27	12
Employed women	26%	18%
Women not employed	24	12

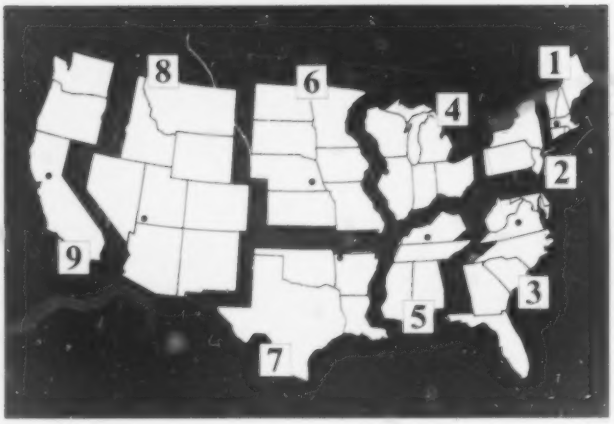
Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?
   - ☐ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack.
   - ☐ Purchased takeout food "to go" or had it delivered.
2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?
3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest.



1 NEW ENGLAND

Location: Westfield, MA
Association member: Maggie Daley
Operation: The Good Table Restaurant
Profile: Family-style restaurant
In business: 10 years
Seats: 74
Meals served: Breakfast, lunch

The Good Table Restaurant is holding its own, according to manager **Joe Daley.** "This area is not good—a lot of places are hurting, but we've built up a steady clientele and they've stuck with us," he says.

Daley's wife, **Maggie Daley,** is chef/owner of what she calls the "snazzy diner." She says the locals come in for the meat loaf, Hungarian goulash and chicken shortcake, a kind of pot pie. But her soups are the most popular items. Customers are also drawn in by the three daily specials priced between $4 and $5.

Limited hours of operation have helped the Daleys keep costs down. "Just serving breakfast and lunch helps lower operation costs. Also, Westfield was once a farm town, and the sidewalks still seem to roll up as the sun goes down, so there's no need for us to be open for dinner," says Daley.

2 MID-ATLANTIC

Location: Dexter, NY
Association members: Wendell and Rita Whitney
Operation: Wink's Reel 'Em In Restaurant
Profile: Family-style restaurant
In business: 4½ years
Seats: 50
Meals served: Breakfast, lunch, dinner

During the winter, business is somewhat slow for Wink's Reel 'Em In. The summertime brings tourists traveling through Dexter and avid fishermen hoping to land a big one along the banks of the Black River. Fishermen also hope to trade a few fish stories with the restaurant's namesake—**Wendell "Wink" Whitney.** Whitney is the cinematographer for "Rod and Reel," a nationally syndicated TV fishing show.

Rita Whitney, his wife, is co-owner and chef of the restaurant. Menu items include German dishes such as sauerbraten, knockwurst and Wiener schnitzel, as well as burgers, sandwiches and fish. "Part of the reason people stop by is to visit with my husband and to see the fish pictures and stuffed fish decorating the walls," says Whitney.

But don't plan on talking trout with the chef. "My husband likes to fish, but it's not for me," she says.

3 SOUTH ATLANTIC

Location: Waynesboro, VA
Association member: Mary Roberts
Operation: Weasie's Kitchen
Profile: Family-style restaurant
In business: 5 years
Seats: 67
Meals served: Breakfast, lunch, dinner

"We're holding our own against last year," says bookkeeper **Carl Rohlfs.** In order to prepare for a slowdown, Rohlfs says Weasie's is cutting down on advertising and reducing the number of employees.

The restaurant features a full menu, including a Southern breakfast with eggs, sausage, ham and biscuits. The majority of business is made up of locals, but Weasie's also gets tourist traffic from Afton Mountain, where the Blue Ridge Mountains meet the Shenandoah Mountains. Located two miles from the intersection of interstates 81 and 64, the restaurant attracts people coming off the mountain after admiring the view of the valley below and the changing colors of the mountains.

4 EAST NORTH CENTRAL

Location: Rock Island, IL
Association members: Therese and Rachid Boucharev
Operation: Le Figaro Restaurant
Profile: French restaurant
In business: 8½ years
Seats: 234
Meal served: Dinner

Business is fine at Le Figaro Restaurant, says co-owner **Therese Boucharev.** The restaurant is located in the downtown area and does not have much competition, she says. Her husband, **Rachid Boucharev,** is the co-owner and chef. Dishes such as chateaubriand and veal Oscar are popular with the local clientele.

The Boucharevs are running an early-bird special during the winter, a four-course dinner for $11.95. The restaurant, named after the French newspaper *Le Figaro*, also books private parties. Most of the customers are between the ages of 30 and 50, says Boucharev, and the check average is $20 to $25.

5 EAST SOUTH CENTRAL

Location: Bowling Green, KY
Association members: Philip Wilson and Lon Durbin
Operation: Parakeet Cafe and Bar
Profile: Midscale restaurant
In business: 7 years
Seats: 100
Meals served: Lunch, dinner

The Parakeet Cafe has found some increased competition lately, as a few new restaurants opened in the area and another operation expanded. "We don't have a waiting area here," says co-owner **Philip Wilson.** "If people have to wait, they have to stand in the foyer and it gets crowded. So people are exercising their options and going to other places." Even with the new competition, Wilson says the operation is doing fairly well.

Wilson operates the cafe with his partner, chef **Lon Durbin.** Durbin prepares American bistro-style food, including sauteed veal with sea scallops, and trout sau-

teed with mushrooms and artichoke hearts. "Our most popular dish was the steak filet with artichoke hearts and bearnaise sauce. But we had trouble with the health department because of the eggs, so we had to take it off the menu," says Wilson. After consulting with their lawyer, Wilson and Durbin may be able to reinstate the dish if they add a disclaimer to the menu about the bearnaise sauce.

6 WEST NORTH CENTRAL

Location: Lincoln, NE
Association member: Harvey Shoemaker
Operation: Shoemaker's Restaurant
Profile: Family-style restaurant
In business: 22 years
Seats: 155
Meals served: Breakfast, lunch, dinner

Shoemaker's business is up compared with a year ago, according to manager **Jeff Hulbert.** "We're a truck stop. Even though truck traffic is down, we get a lot of travelers, so there hasn't been a decrease in business," says Hulbert.

Shoemaker's does 65 percent of its business in breakfasts, serving omelets, hotcakes and fresh items from their bakery. The menu includes a special trucker's section with 22 items of above-average portion size. Hulbert also offers six light meals. "There has been a slight increase in interest in nutritious meals. I'd say we're about a year away from incorporating a heart-healthy menu. But most of our customers are still meat-and-potato types," he says.

The restaurant's decor features gas memorabilia. There are gas pumps from 1919 to 1936, 200 different gas globes with various gas-company logos and a Model-T car in the hallway. Collecting gas memorabilia is one of owner **Harvey Shoemaker**'s hobbies, says Hulbert.

7 WEST SOUTH CENTRAL

Location: Eureka Springs, AR
Association member: Ned Shank
Operation: Dairy Hollow House
Profile: Country inn and upscale restaurant
In business: 9 years
Seats: 46
Meal served: Dinner

Last year was the start-up year for the restaurant at the Dairy Hollow House. This year business is up to twice as much, says co-owner **Ned Shank.** Shank's background in historic preservation prompted him to renovate an 1880s farmhouse into a two-room bed-and-breakfast. He and his wife, co-owner and chef **Crescent Dragonwagon,** began serving dinner to guests in 1983 in the small dining room that seated eight. The inn has since expanded to two buildings with six guest rooms and a dining room that can accommodate local diners as well as guests.

Guests of the inn get breakfast delivered in a basket to their rooms each morning. Breakfast is included in the price of the room, but dinner is extra. Shank says if they don't receive any reservations, they close the restaurant for the night. "We call our food 'Nouveau 'Zarks,' because we are in the Ozarks and we serve nouvelle cuisine. We use fresh, local, regional products whenever we can and make everything in our own kitchen," he says.

8 MOUNTAIN

Location: Springdale, UT
Association members: Stan, Ken and Mike Smith
Operation: Bumbleberry Inn
Profile: Midscale restaurant
In business: 19 years
Seats: 200
Meals served: Breakfast, lunch, dinner

The Bumbleberry Inn is located next to Zion National Park and is packed from May through September. Then comes winter. "This time of the year is really bad," says co-owner **Stan Smith.** "The park gets about 2 and a quarter million people each year. We do about 1,000 to 2,000 covers a day [in summer], but now—if we get five tables a day we're happy." Smith and his two brothers, **Ken** and **Mike,** operate the inn, which includes a 24-unit motel, gift shops, craft shops and the Pioneer Museum, displaying antique equipment and memorabilia of the Old West.

The inn's name was derived from the restaurant's claim to fame—the Bumbleberry Pie. "We have built our reputation on our Bumbleberry pies and jellies. People come over from Germany and France and tell us people told them to come here just for the pie," says Smith. Legend at the inn has it that the pies were so named because a waitress working there was tired of people asking her what was in the pie, so she jokingly said, "Bumbleberries."

"For a while we were telling people how the pie was made, but then we found other restaurants were serving their version of the Bumbleberry pie," says Smith. "Now we simply tell people that the pies are made from burple binkle berries that grow on a giggle bush."

9 PACIFIC

Location: Sacramento, CA
Association members: Bill and Denise Dalton
Operation: The Fox and Goose Public House
Profile: Midscale restaurant
In business: 16 years
Seats: 120
Meals served: Breakfast, lunch

"We're doing very well. Of course we do see the effects of the economy. We see more bounced checks now, but they are still being covered," says co-owner **Denise Dalton.** Dalton operates the restaurant along with her ex-husband, **Bill Dalton,** and son **Stephen.**

The Fox and Goose is located in a 1913 building close to the capitol. The inside of the operation gives the feeling of a cheery English pub, with dartboards, English memorabilia and pictures, 23-foot ceilings and pebble-glass windows. At night the restaurant offers beer, wine and live music. "We're the only bar that has true folk music. We also have jazz and blues," says Dalton.

"We feature vegetarian items on both the breakfast and lunch menus. I'm a vegetarian myself, and we have found that people are ordering vegetarian food more and more," says Dalton.

—Jennifer Batty

Fun with food

Food is no longer something to please the palate alone. Far from avoiding the classic parental warning about playing with their food, children and adults alike are digging in with both hands.

Few staples have escaped the playful trend. Cereals, once packaged as flakes and pops, are now also available as teddy bears and Hot Wheels cars. Pasta, traditionally twisted into spirals and bows, is now molded into dinosaurs and space creatures. The "fun food" of the moment is "Mud"—a flowerpot filled with chocolate pudding "dirt" riddled with gummy "worms" and served with a plastic "shovel."

Even restaurants are beginning to play games. At Lambert's restaurant in Sikeston, Missouri, diners are encouraged to relax and have fun with their meal: Servers throw rolls at customers and then ladle on loads of honey, forcing diners to lick their fingers.

—Los Angeles Times

Grinding to the coffee beat

From the days of ancient monks to the years of the Beat Generation, coffee has defined unique cultures and nearly created some of its own. It's doing so again in Texas. As today's fast-paced generation turns toward a slower sip of life, coffee—and coffeehouses—are percolating to new strength.

Coffeehouses, home to many a counterculture movement in the past, have sprung up in Houston, Austin and Dallas, offering not only an alternative beverage but experimental sounds, eclectic verse and forums for discussion on just about anything. The accent is on inspiration and introspection, not on processing customers and checks. The servers slow the pace accordingly, and patrons linger as long as they please.

The beans themselves are eclectic as well, coming from as far away as Spain and Ethiopia, and are served in an array of strengths and flavors.

—Texas Monthly

Healthier brew for the college crew

College students these days are quenching their thirsts with healthier libations: fruit juices, bottled waters and sparkling juices.

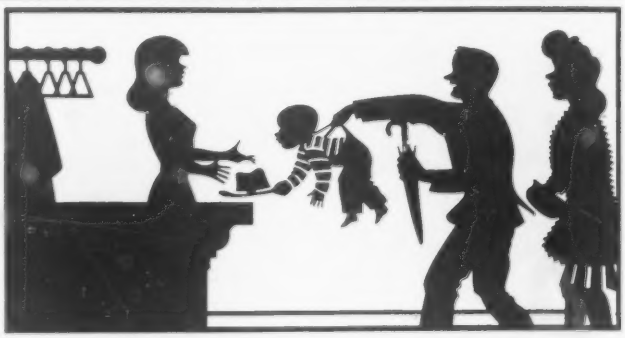
According to a recent survey conducted by Everfresh Inc., a fruit-beverage maker based in Franklin Park, Illinois, student respondents drank an average of 14 servings of fruit juice, bottled water or sparkling juice per week—nearly four servings higher than for soda and six servings higher than for beer, often assumed to be the preferred beverage among the college crowd.

The survey polled 600 students on three different campuses—Syracuse University, the University of Illinois at Urbana-Champaign and the University of Wisconsin at Madison. Of this group, 70 percent reported that concern about sugar and preservatives affected their beverage choices, 79 percent claimed all-natural ingredients affected their decision, and 54 percent said they were now more likely to choose a nonalcoholic beverage in a social situation.

In addition, nearly 70 percent of students surveyed reported that they exercise on a regular basis, indicating a broader overall commitment to health and fitness.

—Everfresh Inc.

Kid check



At Denver's A Piece of Quiet restaurant, diners can now check their coats, their hats and their children.

The 30-seat fine-dining establishment developed the idea of "kid check" to accommodate the growing number of professionals who are now parents but are used to eating out on a regular basis. Patrons can take their kids along and still enjoy a fine meal and a true "piece of quiet."

The restaurant has separate entrances for adults and their pint-sized companions. While parents enjoy gourmet dining on one side, children savor their own favorite fare on the other, such as peanut butter sandwiches and pizza, as well as nightly entertainment—all under the watchful eye of an adult staff member. For nervous moms and dads, there's a one-way mirror so parents can peek in every now and then.

A Piece of Quiet's child-care center accommodates up to 25 children and costs patrons $3.50 per hour.

—Food Arts

Nutrition is important to customers.
Show customers you care by knowing what's in your food.
Call the Information Service department at 800 424-5156
for more information and an order form.